

City Delray Beach



Response to Solicitation
RFP No. 2016-107
Comprehensive Parking Management Services



Bijan Eghtedari
Lanier Parking
President
bijan@citizensparking.com
404-881-6076
(f)404-881-6077



CONTENTS

Chapter 1 Letter of Intent

PAGE 1

Chapter 2 Statement of Organization

PAGE 5

Chapter 3 Minimum Qualifications

PAGE 8

Chapter 4 Forms B - D

PAGE 15

Chapter 5 Form E

PAGE 17

Chapter 6 Proposal Response Requirements

PAGE 19

Chapter 7 Licenses & Certificates

PAGE 132

Exhibit I Bid Bond



September 30, 2016



ATTN: Mr. Ryan Lingholm
Buyer (Purchasing)
lingholm@mydelraybeach.com
City of Delray Beach
Environmental Services
434 S. Swinton Avenue
Delray Beach, FL 33444

Re: City of Delray Beach, FL / Solicitation 2016-107 / Comprehensive Parking Management Services

Dear Mr. Lingholm:

Lanier Parking Solutions ("Lanier") is pleased to present the enclosed proposal to provide Comprehensive Parking Management Services while helping to develop, manage, enhance and inspire the City's public parking program(s). We thank you for this exciting opportunity to participate in the growth and evolution of the City of Delray Beach, and are ready to be at your service!

Delray Beach is a highly popular destination for residents, tourists and visitors alike. With these groups in mind, focusing on the City's Beach Area, Central Core and West Atlantic Neighborhood with their businesses, restaurants, visitors and residents in the downtown area that help drive the City's economic base, we have forged a forward-thinking, ambassador-based, user-friendly operational Plan and Proposed Solution, tentatively called "**Park Delray Beach**" (*TBD by the City in its sole discretion*), as a model of customer service, operational excellence and advanced technology; for all end-users to enjoy, access and utilize seamlessly.

Beyond Parking Management 101... There's no room for a status quo approach in Delray Beach! We read and digested the contents of the RFP and Addenda, as well as the comprehensive report from Kimley-Horn, and visited the City multiple times during our due diligence. Indeed, the City would benefit greatly from a coordinated, comprehensive parking management program **and communications** effort (*including authentic stakeholder engagement*) to accommodate its objectives from and after this RFP. **Lanier** is committed to perform these services in accordance with the requirements outlined in the RFP.

Moreover, our approach for Delray Beach goes well beyond the traditional premise of managing the City's new parking program. We strive to become an extension of the City itself, as Parking Ambassadors, fostering a positive public message, becoming part of the fabric of the City, using our advanced parking management techniques, technology tools and best practices to lead the way; operating from a place of passion, Standard Operating Procedures, efficiency and excellence.

Lanier will provide the City with comprehensive, ongoing executive-level and Subject Matter Expertise through our local Florida-based operational experts, Fred Bredemeyer and Jeff Crimmins, as well as Steve Resnick, CAPP, SVP, and Kerry Loomis, Director of Municipal Operations, from our dedicated Municipal Division. This dynamic team will optimize the City's success in all present and future parking endeavors.



We have chosen to enhance our service offering to the City by incorporating the services of Dixon Resources Unlimited ("DIXON"). With over 25 years of parking and transportation management experience, Julie Dixon, our designated WBE partner, will enhance Lanier's comprehensive parking management platform and expertise with an important third party audit and asset management function, as well as provide a transition management role and client-advocacy capacity. Please consider this a belt and suspenders to our proposed solution for the City!

Lanier is actively involved in IPI, NPA, FPA and other civic, business and professional organizations. We are keenly focused on the advancement of public sector parking programs through ongoing investments in professional education, authentic stakeholder engagement, audit-driven back-end processes, and the integration of new technology; all which result in continuous program improvements on behalf of our clients. In addition to our significant base of operations and infrastructure throughout the State of Florida (*under the Lanier Parking, pk1 and Ameripark brands*), *all wholly owned firms*, this thoughtful approach to parking management enables our firm to deliver fully accountable, customer-service driven parking operations that are anything but status quo.

We greatly value this opportunity to be of service to the City of Delray Beach. We are hopeful to take the next steps in creating a collaborative and transparent working partnership with the City, and look forward to a continuing dialogue.

We hereby affirm the individuals below are duly authorized by **Lanier** Parking to bind the Contractor to this proposal, and proudly stand behind all representations made within it. Should you have any questions regarding our proposal, please do not hesitate to contact us for an immediate response.

Sincerely,



Bijan Eghtedari

President, **Citizens Parking**

12000 Biscayne Boulevard, Suite 707

Miami, Florida 33181

(404) 881-6076 Phone / (404) 881-6077 Fax

Bijan@citizensparking.com

Additional Support Team Contacts

Fred Bredemeyer

Florida Division Leader

(305) 891-1762

fbredemeyer@lanierparking.com

Jeff Crimmins

Regional Manager

(404) 879-7625

jcrimmins@lanierparking.com

Steve Resnick, CAPP

Senior Vice President

(818) 943-0390

SResnick@GOVTParking.com

Kerry Loomis

Director of Municipal Operations

(910) 264-7784

KLoomis@GOVTParking.com



Form A - Proposal Submittal Signature Page

By signing this Proposal, the Proposer certifies that it satisfies all legal requirements as an entity to do business with the City, including all Conflict of Interest and Code of Ethics provisions.

Firm Name: Lanier Parking Meter Services, LLC, dba Lanier Parking Solutions

Street Address: 233 Peachtree St. Harris Tower, Ste. 2600 Atlanta, GA 30303

Mailing Address (if different from Street Address):

Telephone Number(s): (404) 881-6076

Fax Number(s): (404) 881-6077

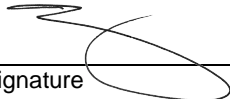
Email Address: bijan@citizensparking.com

Federal Identification Number: 20-0123013

Acknowledged by:

Lanier Parking Solutions

Firm Name



Signature

9/9/2016

Date

Bijan Eghtedari, President

Printed Name and Title

By signing this document, the Proposer agrees to all terms and conditions of this RFP which includes the Sample Agreement.

THE EXECUTION OF THIS FORM CONSTITUTES THE UNEQUIVOCAL OFFER OF Proposer TO BE BOUND BY THE TERMS OF ITS PROPOSAL. FAILURE TO SIGN THIS SOLICITATION WHERE INDICATED ABOVE BY AN AUTHORIZED REPRESENTATIVE SHALL RENDER THE PROPOSAL NON-RESPONSIVE. THE CITY MAY, HOWEVER, IN ITS SOLE DISCRETION, ACCEPT ANY PROPOSAL THAT INCLUDES AN EXECUTED DOCUMENT WHICH UNEQUIVOCALLY BINDS THE Proposer TO THE TERMS OF ITS PROPOSAL.

(Remainder of page intentionally left blank)

Form A - Signature Authority

Indicate below Proposer's type of organization and provide the required documentation as applicable to demonstrate that the executor of Proposer's Proposal is duly authorized to execute on behalf of, and as the official act of, Proposer.

Select	Type of Organization	Officer Who Signed Proposal Submittal Signature Page	Required Authorizing Documentation
<input type="checkbox"/>	Corporation	President, Vice President, or Chief Executive Officer	None
<input type="checkbox"/>	Corporation	Director, Manager, or other title	Corporate resolution
<input checked="" type="checkbox"/>	Limited Liability Company (LLC) – Member-Managed	Member	Articles of Organization or Operating Agreement
<input type="checkbox"/>	Limited Liability Company (LLC) – Manager-Managed	Manager	Articles of Organization or Operating Agreement
<input type="checkbox"/>	Limited Partnership	General Partner	Document demonstrating the legal authority to bind the Limited Partnership
<input type="checkbox"/>	Partnership	Partner	None
		CEO, Director, Manager or other title	Authorizing documentation
<input type="checkbox"/>	Individual	Individual	None

☐ Documentation is not required.

☒ The required authorizing documentation is included with Proposal.

2 | Statement of Organization

Lanier has provided the following information as to adhere to Section 2, Item 2 of the RFP "Proposer's Statement of Organization."

- A. Legal contracting name including any dba
Lanier Parking Meter Services, LLC dba Lanier Parking Solutions
- B. State of organization or incorporation
Georgia
- C. Ownership structure of Proposer's company
Limited Liability Company
- D. Federal Identification Number
20-0123013
- E. Contact information for Proposer's Corporate headquarters
233 Peachtree Street NE
Harris Tower, Suite 2600
Atlanta, Georgia 30303
(404) 881-6076
- F. Contact information for Proposer's Local office (if any)
12000 Biscayne Boulevard
Suite 707
Miami, Florida 33181
(305) 891-1762
- G. List of officers, owners and/or partners, or managers of the firm. Include names, addresses, and phone numbers

Jerry Skillett, CEO	Bijan Eghtedari, President
270 Madison Avenue	233 Peachtree Street NE
Suite 200	Harris Tower, Suite 2600
New York, New York 10016	Atlanta, Georgia 30303
(212) 843-1506	(404) 881-6076



H. Any additional organizational information that Proposer wishes to supply to augment its proposal

In 2014 **Lanier Parking Solutions** joined Citizens Parking, a platform of leading parking operating companies in the U.S. The Citizens platform includes Citizens ICON Holdings and Citizens Lanier Holdings. Citizens ICON Holdings include two premier parking brands, ICON Parking and Quik Park, both based in New York City. Citizens Lanier Holdings includes three premier parking brands: Lanier Parking Solutions, Pk 1, and AmeriPark. Lanier is the Southeast's leading full-service parking management brand, Pk1 is Florida's premier residential parking brand, and AmeriPark is the nation's top retail parking brand.

Lanier also manages high-profile special events, managing parking and transportation needs for events such as the 2000 Democratic National Convention in Los Angeles, the 2015 Pan American Games, the 2002 Salt Lake City Winter Olympics, the 2010 Paralympic Games in Vancouver, PGA Championships, and other numerous local and international events.

Lanier is committed to going beyond traditional parking management, and became the first U.S. parking company to create an Alternative Transportation Division. **Lanier** champions alternative transportation solutions such as commuter programs, car and bike sharing, and public/private partnerships that address transportation challenges, such as the Atlanta Streetcar project.

Today, with more than 1,100 locations under management, 7,000 employees and collection of more than \$750MM in annual parking revenues, Citizens Parking Holdings ("Citizens") is one of the largest and most highly regarded parking management companies in the United States. **Citizens'** brands include five (5) distinct firms and a highly specialized Municipal Parking - Public Sector Management Division as follows:

- **Lanier Parking Solutions:** an industry-leading parking management firm with comprehensive experience in municipal and private sector parking management and transportation operations;
- **AmeriPark:** the national leader in hospitality and retail valet operations;
- **Icon Parking:** An iconic brand in itself; the largest parking operator and premier parking brand in New York City;
- **PK1:** The leader in Southern and Central Florida residential and hotel valet operations;
- **Quik Park:** A leading specialist in planning, design, construction and parking management solutions.

Each of our firms/brands and Divisions is committed to excellence in our operations and maintaining a culture of exceptional people that provide exceptional service!

AmeriPark



I. Contact information for Proposer's Primary representative during this RFP process

Bijan Eghtedari
President, Citizens Parking
233 Peachtree Street NE, Harris Tower, Ste. 2600
Atlanta, GA 30303
(404) 881-6076 Phone / (404) 881-6077 Fax
Bijan@citizensparking.com

J. Contact information for Proposer's Secondary representative during this RFP process

Fred Bredemeyer
Florida Division Leader
12000 Biscayne Boulevard
Suite 707
Miami, Florida 33181
(305) 496-2990
fbredemeyer@lanierparking.com



3 | Minimum Qualifications

Each proposer shall submit information and documentation requested that confirms it meets the following qualification requirement(s):

i. Must be registered with the States of Florida, Division of corporations to do business in Florida.

No documentation is required. The City will verify registration.

ii. Has at least five years of experience in parking management services that includes revenue collection and parking enforcement.

No documentation is required. The City will verify with qualifying organizations listed in Item iii below.

iii. Must have provided parking management services for four organizations, each with a minimum of 2,000 spaces managed by Proposer since August 1, 2009. Proposer must have provided revenue collection and parking enforcement services to a minimum of one of the qualifying organizations for a period equal to five years. Provide the requested information below for each of the four organizations.

- (1) Name of the parking facility
- (2) Location of the parking facility
- (3) Name of owner
- (4) Contact name
- (5) Contact phone number
- (6) Contact email address
- (7) Dates of service (Begin/End)

The following pages are a sample of Lanier's ongoing experience with municipal on and off-street parking management programs and operations; meeting all the criteria outlined above in #'s 1-7.

We also provide a relevant private sector reference, Atlantic Station, to further demonstrate Lanier's diverse experience in parking management.





City of Myrtle Beach, SC

2,400 spaces

Lanier began managing the City's first on-street parking operation in March 2004. This seasonal operation runs from March 1st - September 30th while accommodating 13 million visitors each year to the area.

Lanier is responsible for maintaining all parking equipment, parking enforcement, violation citations, revenue controls approved by the City's auditor, and delivering exceptional customer service to all residents and visitors.

Below is a summary of the improvements **Lanier** implemented to effectively increase the level of revenue controls, equipment functionality, and service standards for the City of Myrtle Beach:

- **Lanier** expanded the program to 17 pay-stations (437 parking stalls) and 1,513 parking metered spaces for a total of 1,950 paid parking spaces.
- Installed 17 new Digital pay stations that include a PCI-certified EMS platform—EMS allows for real-time credit card processing, remote reporting and alarm monitoring. After moving our pay stations to real-time, revenues increased by 10% over the previous year.
- Lanier worked closely with Digital to alter their software to include a pay-by-license plate payment option to manage the thousands of bikers that gather in Myrtle Beach each May for biker rallies.
- Designed and implemented a new booting program for the City to effectively enforce parking regulations and collect past due citations.
- Partnered with Park-by-Phone to implement the area's first cellular phone payment option for parking – Park-by-Cell use has increased 47% since 2009.
- Upgraded the current Clancy citation operating system to a web based portal with better handheld devices and added photo enforcement. The upgrade included all current and previous data being stored and secured at a remote location. The database also has the ability to integrate with the Park-by-Phone platform.
- Issuance of cellphones to Lanier ambassadors with Bluetooth printing technology for expedited and accurate citation distributions.
- IPS credit card processing meters were deployed in 2013 after a successful trial season in 2012.

Contact: David Sebok, Executive Director
(843) 918-1065
dsebok@cityofmyrtlebeach.com

Dates of Service: March 2004 - Present



Response to RFP No. 2016-107
Comprehensive Parking Management Services

City of Wilmington, NC**2,793 spaces**

Lanier was successfully awarded the parking management contract for the City of Wilmington, NC, in February 2008. Lanier provides parking management solutions for all City-owned parking facilities and surface lots, as well as their turn-key on-street parking program: including enforcement, collections, maintenance, and citation processing.



Lanier's performance in the first year exceeded expectations as we increased revenue over the previous Operator by a substantial amount. Below is a summary of the improvements Lanier implemented to effectively increase the level of revenue controls, equipment functionality and service standards for the City of Wilmington:

- Lanier purchased and later amortized the cost of new pay-stations to allow for proper collection of parking revenues—revenues at one particular location increased by nearly 14% over the previous year.
- Lanier upgraded to T2 citation handhelds with a LCD color touch screen and a digital camera—digital photographs of violations are linked directly to the citation in a web-enabled database.
- Implemented a pay-by-cell platform integrated with multi-space meters. For FY13 there were 46,483 pay by phone transactions and 16,675 pay by phone users.
- Purchased money drop safes for each parking booth and upgraded the reporting software to increase reporting capabilities.
- Lanier determined that set parameters (approved by the City) were not installed or had been removed from all the parking meters—each meter was reprogrammed and audited, enabling customers to receive their deserved benefits.
- Lanier repaired several damaged poles and tightened existing meter heads to prevent theft and improved overall appearance.
- In 2012, Lanier purchased and paid for a substantial upgrade to the current Scan Net operating system that allows the City decks to accept PCI-compliant credit card payments from parkers. At Lanier's recommendation, City Council voted to have the parking decks charge for parking 24/7. This enabled the City to capture 100% of the revenue within the current fee schedule.
- **Lanier** changed the rate schedule for daily, hourly, and special event parkers. These combined changes resulted in a 103% increase in transient revenue.
- Lanier set up the secure transfer of DMV records directly to the T2 system, in order to improve the turnaround time for DMV record updates.
- Lanier collaborated with the City to implement an Identification Placard program for use by Wilmington Police Department to use in unmarked cars that are on official business.

Over the past seven years, Lanier Parking has taken pride in partnering with the City of Wilmington to enhance the parking experience for visitors and residents. **Lanier** continues to provide proven solutions that not only increase revenue by elevating our customers' experience, but develop technologically- advanced methods such as pay-by-cell and credit card acceptance for added convenience.

Contact: Betty Gurganus, City Parking Manager
(910) 342-2786

betty.gurganus@wilmingtonnc.gov

Dates of Service: February 2008 - Present



Response to RFP No. 2016-107
Comprehensive Parking Management Services



City of Roanoke, VA

4,136 spaces

Lanier was selected in 2002 to manage the City of Roanoke's PARK Roanoke Operation and was selected again in 2006 and 2012.

The operation consists of five surface lots and seven garages. The garages have 25 gates with 11 entry and exit lanes. It is a 24/7 parking operation and **Lanier** provides over 40 full and part-time employees.

Below is a summary of the services and accomplishments **Lanier** has delivered for the City of Roanoke:

- Installed Federal APD equipment and utilized ScanNet software in all of the facilities which aided in an increase in revenue and control over monthly parking usage.
- Created and implemented full service maintenance and preventative maintenance programs and participated in creating a capital improvement program for all garages.
- Managed contracts for elevator service, fire protection services, and snow removal.
- Implemented PARIS, which allows customers to receive invoices and management to track payments and collection activities. The PARK Roanoke operation has a 98% collection rate.
- Expanded the PARK Roanoke operation by participating in the Market Garage repair and expansion project and building of the Campbell Garage -the City's first design-build project.

By increasing revenue, executing a maintenance program, and implementing a marketing plan, **Lanier** has been able to keep the City's Parking Fund in the black for ten (10) years. Our staff members promote an environment that places customer security at the top of its list and ensures courteous, prompt, and efficient service to all patrons.

Contact: Debbie Moses, Parking Administrator
(540) 853-8285
debbie.moses@ci.roanoke.va.us

Dates of Service: January 2002 – Present



Atlantic Station – Atlanta, GA 6,500 spaces

Atlantic Station is one of the largest mixed use developments in the country. Built on what was once Atlantic Steel, this development will total 12 million square feet of entertainment, retail, commercial and residential facilities totaling 6,500 spaces.



Lanier Parking has been involved in this development from the beginning, working on demand management studies, economic forecasting, traffic and transportation analyses, DOT tracking and monitoring and the development and implementation of alternative transportation initiatives, including its own Transportation Management Association. **Lanier** was also instrumental in bringing electric vehicle charging stations and ZipCar to Atlantic Station.

Lanier began operations in 2004, the parking garage servicing Atlantic Station is 3 levels located directly underneath the entire footprint of the development. The garage is currently configured with a fully automated operating system with a central cashier station available for paying customers and pay on foot machines located throughout the facility.

- 21 Entrances. 19 Exits, all of which contain a credit card only pay-in-lane machine
- Number of Auto and Staffed Pay Stations: 19 Full service pay stations (cash & cc), not staffed. 7 Credit card only pay stations, not staffed. 2 Cashier positions. 1 Dispatcher position (also serves as cashier after hours)

In addition to the management of the garage, **Lanier** provides the following services for Atlantic Station:

- Manage the cashiering and maintenance programs
- Collection and enforcement of on-street meters
- Valet parking services
- Shuttle transportation services
- Special event management services
- Manage the monthly parking contracts for the 3 Class “A” office towers located on-site

Customer-Friendly LPR and Command Center Installed

Following an extensive analysis, **Lanier** and the owners selected a new access and revenue control system. The initial phase consisted of installing all new wiring to the various entry/exit/residential lanes throughout the facility to accommodate 40 license plate recognition (LPR) cameras.

An existing parking dispatch office was renovated and converted to a state-of-the-art command center, including a video wall comprised of real-time monitors displaying the new 78 in-lane and pay station cameras. Two command center computer terminals with voice over IP intercom base stations were installed, doubling the number of dispatcher terminals, along with two point-of-sale terminals for guests who wish to pay for parking via a live cashier.

Contact: Celeste Bilson, CPM, Associate Director **Dates of Service:** January 2004 – Present
(404) 898-2500
celeste.bilson@cbre.com



4 | Forms B - D

Please see the following pages for Forms B – D.



Response to RFP No. 2016-107
Comprehensive Parking Management Services

Form B - Public Entity Crimes

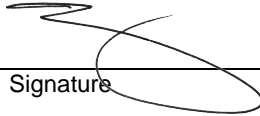
NOTIFICATION OF PUBLIC ENTITY CRIMES LAW

Pursuant to Section 287.133, *Florida Statutes*, you are hereby notified that a person or affiliate who has been placed on the convicted contractors list following a conviction for a public entity crime may not submit a proposal on a contract to provide any goods or services to a public entity; may not submit a proposal on a contract with a public entity for the construction or repair of a public building or public work; may not submit proposals on leases or real property to a public entity; may not be awarded or perform work as a contractor, supplier, sub-Proposer, or consultant under a contract with any public entity; and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017 [F.S.] for Category Two [\$35,000.00] for a period of thirty-six (36) months from the date of being placed on the convicted contractors list.

Acknowledged by:

Lanier Parking Solutions

Firm Name



Signature

9/9/2016

Date

Bijan Eghtedari, President

Printed Name and Title

Form C - Drug-Free Workplace

In the event a tie exists at the conclusion of evaluations, preference will be given to the supplier(s) who certifies it has a drug-free workplace program in accordance with Section 287.087, Florida Statutes. The drug-free workplace preference is applied as follows:

TIE: Whenever two or more proposals are equal with respect to scoring for the evaluation criteria (e.g., price, experience, quality, service) are received for the procurement of commodities or contractual services, a proposal received from a supplier that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing a tie will be followed if none of the tied suppliers have submitted this Form C and/or have a drug-free workplace program.

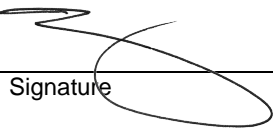
As the person authorized to sign this statement, I certify that this firm complies fully with the following requirements:

- 1) This firm publishes a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
- 2) This firm informs employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
- 3) This firm gives each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
- 4) In the statement specified in subsection (1), this firm notifies the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
- 5) This firm imposes a sanction on or requires the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
- 6) This firm will continue to make a good faith effort to maintain a drug-free workplace through implementation of this section.

Acknowledged by:

Lanier Parking Solutions

Firm Name



Signature

9/9/2016

Date

Bijan Eghtedari, President

Printed Name and Title

Form D - Conflict of Interest Disclosure

The award of the agreement is subject to the provisions of Chapter 112, Florida Statutes. All Proposers must disclose within their Proposal, the name of any officer, director, or agent who is also an employee or relative of an employee of the City of Delray Beach.

Furthermore, all Proposers must disclose the name of any City employee or relative(s) of a City employee who owns, directly or indirectly, an interest in the Proposers firm or any of its branches.

The purpose of this disclosure form is to give the City the information needed to identify potential conflicts of interest for key personnel involved in the award of this contract.

The term "conflict of interest" refers to situations in which financial or other personal considerations may adversely affect, or have the appearance of adversely affecting, an employee's professional judgment in exercising any City duty or responsibility in administration, management, instruction, research, or other professional activities.

Please check one of the following statements and attach additional documentation if necessary:

☒ To the best of our knowledge, the undersigned firm has no potential conflict of interest as defined in Chapter 112, Florida Statutes and Section 2-443, Palm Beach County Code of Ordinances.

☐ The undersigned firm, by attachment to this form, submits information which may be a potential conflict of interest due to other Cities, Counties, contracts, or property interest for this RFP.

Acknowledged by:

Lanier Parking Solutions

Firm Name

Signature

Bijan Eghtedari, President

Printed Name and Title

9/9/2016

Date

5 | Form E

Please see the following page for Form E, Acknowledgement of Addenda.




Response to RFP No. 2016-107
Comprehensive Parking Management Services

Form E - Acknowledgment of Addenda

The Proposer hereby acknowledges the receipt of the following addenda, which were issued by the City and incorporated into and made part of this RFP. It is the sole responsibility of the Proposer to ensure that all addenda have been received and receipt of each has been acknowledged. Failure to submit acknowledgement of each addendum issued may result in the Proposer being deemed non-responsive.

ADDENDA NUMBER	ADDENDA DATE
Addendum No. 1	August 24, 2016
Addendum No. 2	August 29, 2016
Addendum No. 3	September 21, 2016

	Senior Vice President - Municipal Division
Signature of Proposer's Agent	Title
Steve Resnick, CAPP	9/26/2016
Printed Name	Date

6 | Proposal Response Requirements

A. EXPERIENCE

i. Submit a detailed narrative description documenting Proposer's overall background and experience to include, but not limited to, the following:

a. Details of Proposer's company to include years in business and any experience in parking related specialty services.



Lanier Parking was founded in 1989 with a single lot in Downtown Atlanta, GA. Over the years **Lanier** added more services in parking management and beyond, including municipalities, shuttles, valet, consulting, on and off-street parking privatization, Class-A properties, mixed-use developments and healthcare facilities.

Lanier's history in the State of Florida commenced in 2005, and has grown from one location in Ft. Lauderdale to 250 locations in fifteen (15) Florida cities. **Lanier** has established itself as a leading parking provider in the Florida market. **Lanier Parking** Solutions and its affiliates, including pk1 and Ameripark, now operate more than 1,100 locations with 7,000+ employees across the country, with revenue under management exceeding \$750 million.

Lanier's parking and transportation management portfolio across the U.S. include commercial office buildings, municipalities (on-street and off-street), hotels, hospitals, medical centers, entertainment venues, mixed-use facilities, surface lots, university campuses and residential buildings. Services include shuttle and transportation systems, valet projects, consulting, and alternative transportation strategies.

Citizens Parking Holdings ("Citizens"), **Lanier's** parent company, is one of the largest and most highly regarded parking management companies in the United States. **Citizens'** brands include five (5) distinct firms and a highly specialized Municipal Parking - Public Sector Management Division as follows:

- **Lanier Parking Solutions:** an industry-leading parking management firm with comprehensive experience in municipal and private sector parking management and transportation operations;
- **AmeriPark:** the national leader in hospitality and retail valet operations;
- **Icon Parking:** An iconic brand in itself; the largest parking operator and premier parking brand in New York City;
- **PK1:** The leader in Southern and Central Florida residential and hotel valet operations;
- **Quik Park:** A leading specialist in planning, design, construction and parking management solutions.

Each of our firms/brands and Divisions is committed to excellence in our operations and maintaining a culture of exceptional people that provide exceptional service!



Major Market Presence



b. Number of employees

Lanier and its affiliates have 7,000+ employees across the country.

c. Awards, certifications, or other parking related recognition

Lanier Parking Solutions is a Bronze Level Partner of the Green Parking Council—an organization that both understands and promotes the necessity of a global shift toward sustainability in the parking industry.

For more information about the Green Parking Council, please visit www.greenparkingcouncil.org.



d. Experience with Scofflaw collections across state lines

The first step in collecting debt from Scofflaws that have an out of state license plate is getting the proper and timely notification to the violator or a rental car company. Passport has partnered with the National Law Enforcement Telecommunication System (“NLETS”) for direct access to motor vehicle and driver’s data in all 50 states.

NLETS is a state owned, non-profit aggregator of all state, local, and federal law enforcement, justice, and public safety data. NLETS uses a Multi-Protocol Label Switching for superior connectivity and dependability, providing a minimum of full T1 speed to all its customers with a robust wireless backup capability to all users to ensure network uptime. Additionally, NLETS provides AES 256 bit encrypted connectivity to all member agencies.

Through this partnership, Passport will have access to all standard driver license and vehicle data and criminal and Interpol information. When a parking enforcement officer enters an LPN into OpsMan Mobile, the system will query NLETS’ database and OpsMan to check for scofflaw records, if the query returns a series of unpaid citations or other flags, the parking enforcement officer will be prompted to issue a boot or tow warning or take other appropriate action.

Additionally, Passport will use NLETS to gather registered vehicle owner information to mail delinquency notices. When citations near a point where an escalation or delinquency notice is required, Passport will batch citations and send them to NLETS. Using the VIN or LPN from the citation, the system will pull registered owner information, including the most recent address. Once the citation has reached the date whereby a notice is required, OpsMan will automatically send the notice to the registered address.

Lookups will only be performed on an as-needed basis, ensuring that the requisite owner data is the most up to date. Once a violator is tied to a mailed notice that violator’s information will be attached to the VIN and LPN, and stored as encrypted data for future use in mailed notifications. If Passport receives mail that was returned to sender for an LPN or VIN that was stored in the system, OpsMan will interface with NLETS to check for a more recent address and automatically resend the notice.

Lanier’s Enforcement Ambassador will then immediately follow protocol for the approved booting process. Across the United States, **Lanier** has retained a very high collection rate for its various integrations based on the specific state regulations for acquiring and protecting this information on behalf of its municipal operations.

e. Summarize the circumstances if the Proposer has had a municipal contract terminated prior to expiration in the past ten years. If none, provide a statement to that effect.

Not applicable. Lanier has **NOT** had a municipal contract terminated prior to expiration in the past ten years.



ii. Submit a details narrative description documenting Proposer's specific experience including, but not limited to, the following:

a. Knowledge of and experience in:

(1) Revenue control equipment

Revenue Control Equipment

One of the most important attributes to consider when selecting a new firm is its familiarity with industry technologies. The **Lanier** team is familiar with all types of revenue control equipment, including automated on and off-street applications; allowing for best in class parking programs initially upon installation and thereafter. Moreover, **Lanier** has the proven ability to operate any system available in the industry. From its inception, **Lanier** has been on the forefront of recognizing and implementing advancements in technology that improve our clients' bottom lines.

Lanier team leaders attend local, regional and national parking conferences to make certain we stay in-the-know regarding the latest in technology, including this year's IPI Conference in Nashville and NPA Conference in Atlanta. We view this involvement as a critical component of our client responsibilities.

Our clients have benefited tremendously as a result of our efforts to put in place the most applicable technology solutions for their environment and customers. These technological upgrades have not only improved client bottom lines, but have also enhanced the customer's experience.

Relationship with Equipment Suppliers

As a leading Parking Management provider, **Lanier** has partnered with a number of equipment firms to provide our customers cutting-edge equipment at the lowest possible cost. Our team can obtain equipment and technology quotes that provide solutions to meet the objectives of the City's parking operations; now and in the future. It is our goal to create a collaborative relationship to determine the solutions that best fit the City's parking programs.

As the City's trusted parking partner and advisor, **Lanier** will work closely with the City to assist in the procurement, installation, and utilization of parking equipment and technology that enhances its operations and increases its revenue potential for years to come. In addition, our equipment partners understand the importance of servicing the equipment and have committed to **Lanier** the highest level of service, response, and quality craftsmanship in the industry.



(2) Multi-space parking equipment and technology

We have over 100 locations that utilize multi-space technology. Each one of our locations can install, maintain and collect paystations. To further expand, following is a summary of the improvements **Lanier** implemented to effectively increase the level of revenue controls, equipment functionality, and service standards for the City of Myrtle Beach, SC:

- **Lanier** expanded the program to 17 pay-stations (437 parking stalls) and 1,513 parking metered spaces for a total of 1,950 paid parking spaces.
- Installed 17 new Digital pay stations that include a PCI-certified EMS platform—EMS allows for real-time credit card processing, remote reporting and alarm monitoring. After moving our pay stations to real-time, revenues increased by 10% over the previous year.
- **Lanier** worked closely with Digital to alter their software to include a pay-by-license plate payment option to manage the thousands of bikers that gather in Myrtle Beach each May for biker rallies.
- Designed and implemented a new booting program for the City to effectively enforce parking regulations and collect past due citations.
- Partnered with Park-by-Phone to implement the area's first cellular phone payment option for parking – Park-by-Cell use has increased 47% since 2009.
- Upgraded the current Clancy citation operating system to a web based portal with better handheld devices and added photo enforcement. The upgrade included all current and previous data being stored and secured at a remote location. The database also has the ability to integrate with the Park-by-Phone platform.
- Issuance of cellphones to **Lanier** ambassadors with Bluetooth printing technology for expedited and accurate citation distributions.
- IPS credit card processing meters were deployed in 2013 after a successful trial season in 2012.

(3) Single-space parking equipment and technology

Similar to the background we have with multi-space equipment (referenced above) **Lanier** has in-depth experience using single space meters and related technologies. We have worked various manufacturers including, but not limited to: Duncan, IPS, POM, Mackay and others, to enhance our public sector clients' parking operations.

Please see our municipal references, many of which have a primary on-street emphasis that include single-space meters and related technology integrations. Please see our references and success stories herein for more details.



(4) License plate recognition technology



LPR is a highly efficient way to enforce a municipal or private sector parking program, as it significantly reduces the number of Parking Enforcement Officers required to manage the program. LPR can also be a stationary application in garages, and is used for bulletproof inventory control.

Atlantic Station, a **Lanier** private sector reference for this proposal based on the diverse and large scale operation at the project (nearly 7,000 spaces), is the largest single underground parking facility in North America utilizing a LPR-enabled parking access revenue control system. The system uses information obtained from the LPR database to track vehicle activity in and out of the garage.

With a valid plate registered in the LPR system, monthly parkers can enter and exit the garage without the need for an access card.

When the LPR system recognizes the plate as a registered monthly parker, the information is passed to the system within seconds, granting access for the parker. In addition to the convenience for monthly parkers, Lanier Parking can track and block specific license plates as requested by the Atlantic Station safety and security department. Utilizing LPR technology in conjunction with the new system has eliminated all the loopholes mentioned earlier.

The optimum LPR system should supply all the hardware and software necessary to create an efficient, secure, real-time, LPR-focused enforcement solution that enables the use of virtual and/or traditional permits using fixed or vehicle-based mobile LPR cameras.

The system should not require interaction with ALPR camera software, but have a direct integration that reduces the system complexity, increases functionality, and improves officer usability. The same software used to identify vehicles should be the same that is used for enforcement with those vehicles. All of the functionality available in the enforcement handheld should be available in in-vehicle LPR software.

A proposed enforcement module should offer a license plate-based validation system that supplies the ability to provide location and vehicle-based validations. Functionality should include the following:

- Kiosk application for vehicle registration
- Location and license plate restrictions to help prevent abuse
- Real time update of validation status on handheld and vehicle enforcement units
- Multiple validation types supported including time based (2 hours free), reduced rate (\$3 off), flat rate (\$5 all day), and prepaid validation
- Validation usage reports
- Departmental or customer billing for validation usage

(5) Parking sensor technology

Lanier has experience using Parking Sensor Technology. We currently use Parking Sensors at Atlantic Station (a Lanier reference herein), and we are currently in the midst of two (2) separate installations at our Emory Point, and 736 Peachtree Street locations in Atlanta.

Parking Sensors have been considered controversial in some cities, as constituent groups tend to believe they are a modern method for enabling mass enforcement. The equivalent of shooting fish in a barrel so to speak...

Indeed, Parking Sensors are a modern solution for determining parking occupancy, predictive occupancy and compliance, demand-based pricing, enforcement routing and computer vision to detect occupancy. Parking data from these sensors is often used to question assumptions regarding technologies and parking policies, and to improve returns on investment.

(6) Smart-phone parking Apps

Lanier will work with ParkMe and other parking aggregators such as ParkingPanda and ParkWhiz to ensure the City's facilities are listed and updated routinely (with rates, hours etc.), as additional means to attract transient parkers.

Mobile Ambassador

Lanier Parking Solutions introduced the Mobile Ambassador program in 2010. The Mobile Ambassador is a text-based messaging system that includes a fully-functional mobile formatted website. By texting a keyword to 55834, patrons will receive an instant response directing them to the site, which can be custom-built to offer hours, rates, contact information, video, FAQs, RSS/blog feeds, interactive directions and mapping.

This mobile ambassador is cost-effective and has a viral capacity as the keyword can be shared or "pushed" between individual mobile phones. Mobile Ambassador also provides opportunities to mine data by building a database of mobile numbers that have interacted with Mobile Ambassador. The site also provides opt-in email and share capabilities with social media and website RSS feeds.



Mobile Payments

Lanier has chosen to propose Passport smart-phone parking apps for mobile payments. Passport's mobile payment for parking system is designed to increase revenue by improving the compliance rate and increasing the average transaction size. Efficiency gains are realized by reducing merchant processing costs and shifting traffic from expensive hardware systems onto a future-proof mobile system.



Creating opportunities for higher average transaction amounts yields an increase in revenue: When starting a “session” on a Passport-built system, the user is prompted to pick a time to stay on a ‘shortcuts’ screen, with predetermined blocks of time as options before they get to a more granular time picker screen. By making ‘Max Rate’ the first option encountered, users are more likely to pay for a longer period of time and thus have a larger average transaction value than they would at the meter or on another mobile payment system (revenue gain).

Passport can also enable tools to further incentivize larger transaction sizes, such as waving the convenience fee if the parker elects to stay for the maximum allowed duration (revenue gain). Or, Passport can enable free extensions so parkers can extend their sessions up to the stated limit without barriers such as additional fees to consider (revenue gain). In the latter example, Passport can process the extension without an additional credit card charge or more credit card fees, unlike other providers (efficiency gain).

(7) Garage maintenance equipment

Our maintenance programs are designed to reduce the expenses of our clients and increase their net receipts.

Consistent and preventive maintenance practices on equipment to maintain our clients’ parking facilities is paramount to controlling expenses and projecting a first class image.

To properly manage the Delray Beach parking program, **Lanier** recognizes stringent management and tight asset controls need to be in place to protect and secure the City’s parking infrastructure (including new equipment).

Lanier understands and has in-depth experience operating and maintaining different types of Garage Maintenance Equipment, from scrubbers and sweepers, to pressure washing machines and ventilation fans.

Lanier will adhere to the operational and maintenance standards set forth by the City of Delray Beach, from repair and maintenance, to revenue control procedures. We will also be prepared to address any future garage maintenance equipment needs on behalf of the City.



b. Background in:

(1) Parking meter collections

Collections of Parking Pay Stations Monies and Accounting

Lanier and its affiliated group of companies account for more than \$750MM in annual parking revenues. Among other integrated platforms that are part and parcel of various meter manufacturers' back-end systems, **Lanier** uses an integrated, computerized accounting system and accompanying revenue control protocol that account for all revenue, payroll, accounts payable, location and contract management and reporting functions.

Lanier's stringent revenue control platform and corresponding procedures ensure that our Management Personnel and front-line team members have individual accountability for their work. In addition, Revenue Control for the City's operations will be assured through:

- Proper training and review of employees
- Consistent supervision both on-site and off-site
- Institution of comprehensive equipment and maintenance programs
- A system of records designed to create an audit trail

We implement a cross-referenced series of procedures and reports detailing all revenue and traffic activity (optional). Single transactions are linked to the entire system, which creates continuity and a complete picture. If a transaction is missing, the system allows the missing transaction to be identified and traced. All on-site personnel will work with the General Manager and our corporate accounting staff to ensure that all accounting issues are addressed, and all accounting information is processed in accordance with Company and City guidelines and requests.

Our integrated system is specific to the parking industry, and can report standard and customized client information as needed. Complete budget information is maintained and used to analyze the monthly results of our operations. Additional information on our revenue control procedures and associated protocol follows:



(2) Garage Maintenance

With the high volume of parkers that utilize the City's parking facilities, **Lanier** wants to demonstrate the best possible impression on behalf of the City of Delray Beach. We have budgeted for 2.5 Maintenance positions, six (6) hours per day, to follow established cleaning procedures daily which will include weekly, monthly, and quarterly pressure washing, painting projects to keep the decks looking sharp. These positions will also help facilitate collections and on-street maintenance.

Lanier acknowledges the maintenance requirements in the Sample Agreement and RFP and recognizes the importance of having a thorough maintenance program at the City of Delray Beach parking facilities and lots.

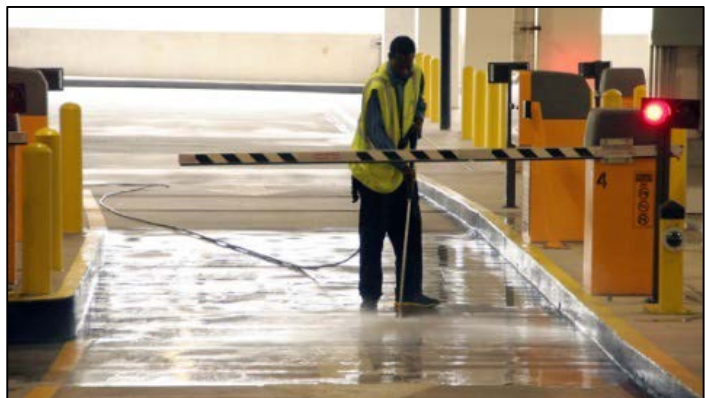
Lanier believes the maintenance at each facility should begin prior to the arrival of vehicles and will assess the overall condition of the City's facilities when no vehicles are present. Not only does a successful maintenance program establish the comfort level for employees and visitors, it also plays a major role in projecting a favorable first impression. In addition, a sound maintenance program often protects the City and **Lanier** from potential exposure to liability.

With the City's additional feedback (upon Contract award), **Lanier** will customize a maintenance checklist detailing all tasks to be performed on a daily and weekly basis at each facility. This checklist will be used by the on-site Maintenance personnel as a guide to ensure all job assignments are completed in a timely manner. The General Manager will refer to this checklist every day as a tool to measure productivity.

To ensure each **Lanier** location lives up to the City of Delray Beach standards, members of the **Lanier** Senior Management team will visit each site several times throughout the year to conduct random site inspections. The results of the inspections, along with recommendations for continued improvement will be shared with the City routinely.

Capital Maintenance Projects (Pressure Washing and Sweeping)

In addition to the daily responsibilities performed by the on-site staff, **Lanier** can contract out routine monthly sweeping and pressure washing services. By performing these services, tire dust and unwelcome build-up are minimized, allowing for a much more favorable appearance. Pending City of Delray Beach approval, all of this work will be performed during non-peak hours and coordinated by **Lanier's** General Manager under the direction of City Staff.



(3) Citation Management

Lanier facilitates citation management and collection for our clients in Wrightsville Beach, NC; Myrtle Beach, SC; Wilmington, NC; Carolina Beach, NC, and Wilton Manors, FL., to name a few.

Lanier has proven it can effectively manage municipal programs with citation production of as little as 10,000 citations per year, to upwards of 250,000 citations per year.

Our team follows a disciplined schedule of friendly, yet encouraging, delinquent notices to all past due violators. **Lanier** has a track record of collecting high percentages of citations owed. How do we have such effective collections?

- **Timeliness** – make sure the initial notice goes out within the first 30 days or time frame determined by city.
- **Diligence** – make sure multiple notices get sent out.
- **Out of State** – pursue out of state violators.
- **Public Relations** – make sure the public understands the ground rules of parking, and that if they receive a citation, that they will have to pay.
- **Payment Options** – make a wide variety of payment options available, including online Internet, walk-in, telephone, credit card.
- **Legal Remedies** – for the worst offenders that still escape payment, seek action through small claims court or through the credit bureaus.
- **Citation Issuance** – Ambassadors are trained to accurately and completely prepare, print, and post citations for violators of the City's parking ordinance, enforce all applicable parking laws, and public safety concerns.



(4) Parking Enforcement

The Parking Enforcement Officer or PEO (we refer to them as Ambassadors) is the most visible employee in a municipal parking program. Thus, it is vital that parking enforcement officers conduct themselves in a professional and courteous manner when in the field. To that end, **Lanier** has established standards of behavior to which our Ambassadors must adhere.

Parking enforcement is designed to promote safety, benefit central business districts and expedite traffic flow while promoting turnover on busy streets. **Lanier** will work with the City of Delray Beach to develop specific requirements and procedures for issuing parking citations in your City.

Effective Parking Enforcement:

- Increases the availability of short-term parking spaces for customers, clients and businesses by discouraging parkers from monopolizing scarce on-street parking spaces. This increases revenue for businesses by providing the perception of consistent, available parking for customers and clients. To this end, **Lanier** is fully aware of the economic development benefits a well-operated parking program has on Downtown, business and residential environments. Through consistent and fair enforcement of City ordinances, **Lanier** will demonstrate our ability to achieve the necessary goals the City of Delray Beach expects.
- Ensures that loading zones are available to those in need for the loading and unloading of supplies
- Decreases traffic congestion in the central business district by reducing incidences of:
 - Cars parking in rush hour lanes
 - Cars parking too close to intersections preventing vehicles from turning
- Reduces the incidence of parking situations which are hazardous and could cause injuries or loss of life such as:
 - Cars parking too close to intersections causing reduced visibility of motorists and pedestrians
 - Double parking, which presents roadway obstacles and narrows the usable width of roads causing side-swipe or rear-end accidents
 - Blocking fire hydrants, causing fire fighters to lose precious time hooking up hoses

Lanier also understands that Parking is often the first and last impression a visitor has of your City. This is why we customized our parking program to target the specific needs of Delray Beach.

The City is vibrant and benefits from the economic growth of tourism. With development underway, it is important valuable parking is identified and a parking management system be put in place and administered appropriately to achieve the balance the City described in the RFP.



It is of the utmost importance to the City and its stakeholders that merchants, residents and visitors alike have a positive experience when parking in Delray Beach. Our Ambassadors will answer questions, provide exposure to the public while in full uniform, and explain each module of payment from using Passport for mobile payments to actually using the paystations and meters.

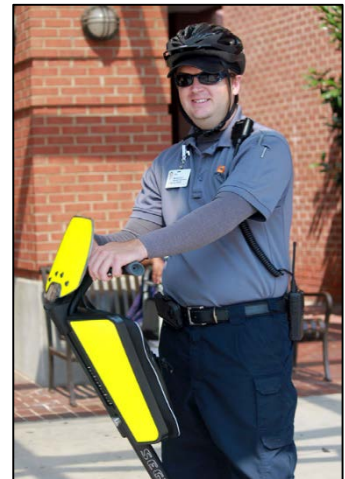
Our Ambassadors will be fully trained and well versed to discuss and answer parking ordinance questions, identify locations to park, approved rates, and even discuss events that will be happening within the City of Delray Beach.

Enforcement Supervision

In order to monitor our Ambassadors (our parking enforcement staff), **Lanier** has developed several different methods to evaluate performance.

We believe it is important our Ambassadors do not feel obligated to issue a certain number of citations per day. Instead, our field supervisors and managers use different methods to evaluate enforcement productivity and quality of work. These methods include:

- **Secret Parkers** – Our local management or other Lanier staff, with the City's approval, will use their personal vehicle and park it illegally to test a newly hired Ambassador's ability to recognize violations. Results of the test are reviewed with the appropriate employee and his/her immediate supervisor.
- **Beat Analysis** – The Lead Parking Enforcement Agent will review, on a daily basis, the citation productivity report for each agent over the previous day. This information will be tracked to determine trends and if further investigation is needed as to an employee's whereabouts and actions.
- **Remote Supervision** – If the Lead Agent or Management determines the citation productivity data for a particular employee is inconsistent with standards (excess time between citations issued or inconsistent pattern of where citations are being issued), the Lead Agent or Management Team will conduct surveillance of the enforcement agent to determine if the employee's behavior is within guidelines. Any information gathered will be discussed with supervisor and employee. If behavior is inappropriate, the employee will be coached to improve performance and or disciplined.
- **On-Site Supervision** – New to the Lanier method of evaluating Ambassador performance is on-site supervision. This method allows the direct supervisor or manager to shadow the employee on their beat during their shift. While walking the beat with the employee, the supervisor or manager evaluates the employee's performance by measuring several elements of their appearance and responsibilities.
- **Separation of Duties** – In order to maintain tight fiscal controls, there must be separation of duties at every position within the operation. Each type of revenue collected by an employee of the operation is verified by another prior to a deposit of funds being made.



Supervision and Analysis

The Lead Parking Enforcement Ambassador will review, on a daily basis, the citation productivity report for each Ambassador over the previous day. This information will be tracked to determine trends and if further investigation is needed as to an employee's whereabouts and actions.

If the Lead Agent or Management determines the citation productivity data for a particular employee is inconsistent with standards (excess time between citations issued or inconsistent pattern of where citations are being issued), the Lead Ambassador or Management Team will conduct surveillance of the enforcement officer to determine if the employee's behavior is within guidelines. Any information gathered will be discussed with supervisor and employee. If behavior is inappropriate, the employee will be coached to improve performance and or disciplined.

(5) On-line payment of parking citation

Lanier uses various back-end platforms for citation issuance and corresponding on-line payment options. In the case of Delray Beach, using Passport's (Lanier's proposed citation management partner) web-based payment portal, RMCPay, violators can pay online using a credit card, debit card, or PayPal account. As a direct result of Passport's real time issuance capabilities, violators can pay citations immediately upon receipt of the citation. In New Haven, CT, for example, Passport has seen 60% of payments performed online.

For those users who choose to visit an office or mail in a check payment, office staff can use OpsMan to apply payment information. In this arrangement, a violator would come to the local parking office with their violation and cash or check and the office staff would search the system using the violation number. The staff member can then record that payment was accepted, enter the amount, invoice ID, and mark the violation as paid. The paid status of the citation will take effect, in the system, immediately.



c. Experience specific related to management of parking facilities particularly for municipalities with diverse parking options that include street-side, surface, and parking garages.

A successful track record is one of the best predictors of success. Please review some of Lanier's Municipal success stories and case studies that follow and feel free to contact the references listed.



City of Rochester, MN
3,663 spaces
Month 2010 – Present

Lanier Parking took responsibility for the Municipal Parking Program of the City of Rochester, Minnesota in April of 2011. The prior Operator had managed the City's facilities for over ten years. The parking operation consists of 5 garages and 5 surface lots.

In selecting **Lanier**, the City of Rochester cited Lanier's parking management expertise, enhanced revenue controls, as well as our experience and involvement with Alternative Transportation Management strategies to bring a new and unique perspective to the City's operations.

As the City grows and evolves, our Transportation Plan presents a comprehensive approach to addressing the needs of the City. **Lanier** plays an integral role in assuring the City continues to encourage appropriate transportation alternatives that are both sustainable and affordable for City residents, businesses and major institutions. Following are details on how **Lanier** increased revenues, occupancy and became a true partner with the City of Rochester:

- Over a three year period, **Lanier** nearly doubled net income by increasing use of the parking facilities, controlling operating expenses and implementing Lanier's accounting and revenue control procedures.
- Partnered with Mayo Clinic and other down-City businesses to coordinate parking, event parking and alternative transportation issues.
- Periodically distributed surveys to customers utilizing the City's parking facilities and continue to maintain very high customer satisfaction ratings.
- Lanier developed an Alternative Transportation Plan, acting as the City's representative in Alternative Transportation matters and meetings. We initiated bike lockers, tracks and bike racks, and assisted the City in selling bus passes.
- Set up a new validation system for approximately 100 down-City businesses.
- Lanier's on-site management team administered and handled the accounts payable for all the public/private partnership skyways attached to the municipal parking garages.
- Achieved the desired results after recommending modifications to the City's rate structure.
- Improved signage and way-finding to assist customers in navigating the facilities more efficiently and enhancing the overall appearance of the parking facility.

Contact: **Anthony Knauer, Transit and Parking Manager**
(507) 328-2424
tknauer@rochestermn.gov



Response to RFP No. 2016-107
Comprehensive Parking Management Services



City of Wrightsville Beach, NC
1,450 spaces
January 2004 – Present

Lanier Parking Solutions was awarded the on-street parking contract from the City of Wrightsville Beach on January 1, 2004. **Lanier** manages every facet of this turn-key municipal parking operation. The parking season operates from March 1st – October 31st each year.

The operation consists of **Lanier** administering an extensive Residential Parking Permit Program, providing parking enforcement for non-moving violations within paid parking zones, maintaining and purchasing new parking meters and pay-stations, collecting payments for parking violations, and providing a controlled method of collection for both parking meters and pay-stations.

Below is a summary of the improvements **Lanier** implemented to effectively increase the level of revenue controls, equipment functionality, and service standards for the City of Wrightsville Beach:

- Worked with Park-by-Phone to implement the area's first cellphone payment option for parking.
- In 2009, **Lanier** converted from the Lexis/Cubic units to Digital's newest line of pay stations. The on-going operation of the pay stations includes Digital's PCI certified EMS platform, which include remote reporting and alarm monitoring services.
- Upgraded the current Clancy citation operating system to a web based portal with better handheld devices and added photo enforcement. The upgrade included all current and previous data being stored and secured at a remote location. The database also has the ability to integrate with the Park-by-Phone platform.
- Issuance of cellphones to **Lanier** ambassadors with Bluetooth printing technology for expedited and accurate citation distributions. In 2012, **Lanier** collected \$2.2 million in parking revenues—the highest amount collected since paid parking began in Wrightsville Beach. **Lanier** has consistently collected higher levels of revenue each year, while keeping expenses under budget.

Lanier constantly provides exceptional customer service, hires superior personnel and provides extensive training to maintain proper controls. By creating a higher quality parking management program, the Wrightsville Beach parking program remains successful.

Contact: *Tim Owens, City Manager*
(910) 256-7900
towens@towb.org



Response to RFP No. 2016-107
Comprehensive Parking Management Services



City of Wilton Manors, FL
488 spaces
February 2010 – Present

As the growth and popularity of businesses in the City of Wilton Manors began to develop, parking became increasingly scarce during peak evening and daytime hours throughout the City. Wilton Manors began experiencing additional parking issues and needed a solution. After soliciting a proposal, the City hired **Lanier** in 2010 to manage the parking program. **Lanier** was awarded the inaugural Wilton Manors parking operations consisting of on-street and surface lot parking spaces.

Along with city officials, **Lanier** worked to clarify the scope of the parking program, created new regulations and policies, located spaces to be metered and selected equipment and technology for use in the new parking program. **Lanier** continues to recommend enhancements and improvements to the City's parking program. Below is a summary of the improvements **Lanier** implemented to effectively increase the level of revenue controls, equipment functionality, and service standards for the City of Wilton Manors:

- In April 2010, new meters were installed to supplement the paid parking already in effect to better regulate parking.
- **Lanier** provided parking enforcement services, issued and collected citations, and distributed parking permits for users of City Park from the hours of 6:00 pm until 3:00 am.
- **Lanier** implemented a pay- by -phone program for the City that allows parkers to pay via cell phone through the ParkMobile app which can be downloaded free of charge.
- Developed and introduced a creative, new parking and directional signage package in the Arts and Entertainment district.
- The **Lanier** local management team coordinated event parking within the community to add thousands of additional parking spaces for event and festival attendees.
- Expanded the program by an additional 213 spaces after the demolition of the old City Hall.

Lanier continues to work with business owners to be proactive with any special parking needs. Lanier's excellent relationship with City Staff and Department Directors continues to grow and has become a true partnership. Lanier was recently awarded a 2 year extension to its 5 year initial contract.

Contact: **Bob Mays, Finance Director**
(954) 390-2143
bmays@wiltonmanors.com



d. Experience in:

(1) Managing special event parking

Lanier will assist the City and local jurisdictions, including police and fire departments, in facilitating special events. We have vast experience running special event parking and transportation for similar communities, and have worked closely with our public sector clients and local businesses to satisfy the demands of each event.

Event Ambassadors

During events, a member of Lanier's management team will be present to oversee operations. **Lanier** can schedule event Attendants and Ambassadors to assist visitors and residents and direct them to the proper parking facilities or general area within the City. The primary duties and responsibilities of the Ambassador will consist of:



- **Assisting Patrons:** Courteously assist patrons by directing them in and out of all the lots/garages, answering questions, and giving appropriate directions both on-site and to surrounding areas. If the patron is experiencing a problem, the Ambassador shall assist the patron to the best of his/her ability and if necessary, refer the problem to the General or Assistant Manager.
- **Reporting:** Report any observed or suspected violations of company policy, safety hazard or unusual occurrence or matter to the General or Assistant Manager in a timely manner.
- **Direct Traffic:** Direct traffic to ensure the safe and efficient flow of traffic to and from each parking area.
- **Knowledge of Streets and Landmarks:** Have a thorough knowledge of Delray Beach streets and landmarks and all major roads and freeways, as well as directions to all parking locations.
- **Appearance:** Maintain a neat and clean appearance and wear uniform professionally at all times, including during scheduled breaks.

We will tailor our operating plan to incorporate the City's recommendations, additional requirements, and capabilities of the parking areas for special events. All special event operations are unique so we will continue to monitor operations and remain flexible in altering our event staffing plan as needed.



(2) Hiring and scheduling staffing for special events

Hiring via a Vast Labor Pool

Lanier, along with pk1 and Ameripark, both wholly owned firms, has access to a vast labor pool in the State of Florida, and particularly in the region surrounding the City of Delray Beach. We will use that access and scale to facilitate staffing for special events and peak demand.

Customized orientations and training programs will be conducted with all team members to ensure not only operational functionality, but that quality and efficient service is delivered to the City's customers. Following all training, shift meetings will be conducted prior to the start of each event in order to communicate any operational changes and pass-ons from the previous day.



On-the-job training from peers and managers is the most effective means to ensure that proper customer service standards ("Greet, Serve, & Send") and operating practices are followed. **Lanier** will provide a highly qualified, team oriented staff that is trained in all aspects of parking and traffic control to accommodate the City's special events.

Lanier will work with the City of Delray Beach to coordinate an on-site training session for all staff members to review the operating plan and offer final training details for special events that include: vehicle permitting, ingress and egress patterns, emergency policies and procedures, and an inclement weather plan. **Lanier** welcomes the City to attend such training sessions to ensure all details of the event have been addressed.

Staffing and Logistics

Lanier takes a proactive approach to ensure efficient staffing for special events, and that all scheduled staff members are knowledgeable of the actual event and the surrounding area(s). Staff meetings will occur regularly, and the General Manager will be on duty during events.

Staffing levels remain flexible depending upon the event. Communication between **Lanier** and the City of Delray Beach, including the local Police and Fire Departments, will be constant before and during events.



(3) Implementing operational controls for handling monies during special events

Lanier's stringent revenue control platform and corresponding procedures ensure that our Management Personnel and front-line team members have individual accountability for their work and revenues collected during special events. We have various means of implementing operational controls and handling monies during special events.

For example, although not a recommendation for these particular operations until we get a better understanding of occupancy and demand for certain events, generally speaking we might use the Appetize handheld to control events. The functionality of the Appetize App (handhelds) is ideal for the City's intended high volume application(s) and dynamic.

Capabilities and software architecture are outlined as follows:

- **Support For Parking and Entry Systems**
Appetize's Handheld and Fixed POS offerings are appropriate for traditional and beach parking operations and special events, period. The handhelds accept all forms of payment, plus Ticketmaster and other prepaid tickets.
- **End to End Parking Management**
The handhelds allow parking attendants to accept all forms of payment on-the-go, including scanned tickets. View lot-to-lot live reporting and route traffic based on demand and remaining inventory.
- **Customizable Interface**
Activate POS remembers employees' settings, so no matter which unit an employee logs into, their previous settings will be displayed for ultimate comfort and ease of use.
- **Secure Mobile Device Management**
All devices are managed remotely and securely by Appetize. Units come configured and with Appetize as the only app an Operator can utilize.
- **Digital Menu Boards**
Custom menu board integration is available through Appetize's API, in addition to Appetize's Smart TV-based digital menu board system.
- **Scheduling, Time Clock, and Payroll**
End to end management of all aspects of scheduling, time clock and payroll. Integration with payroll processors makes payroll simple and easy. Even allow employees to use the app to transfer shifts and view availability.
- **Cloud Based**
No onsite infrastructure is needed. The software has powerful, dedicated and redundant cloud architecture, so the City always knows it will be on the latest, most secure and up to date version of the Appetize platform.



■ **Customized Reporting**

Filter reports to find any data imaginable. Use Appetize's open API to create the City's own custom reporting tools or integration into its data warehouse.

■ **Loyalty Card Integrations**

Off the shelf loyalty card and ticket integrations are available, in addition to Appetize's in-house capabilities to discount and promote to any and all patrons.

■ **Digital Signatures, Tips, and Receipts**

Allow customers to tip, sign, and have their receipt emailed to them. Easy, intuitive interface encourages tipping and significantly reduces time spent on the close out process. Extensive Peripheral Support: Printers, Cash Drawers, Scales, you name it. Appetize supports a wide range of peripherals out of the box.

■ **Big Data**

Want to determine what Android users in Section 302 ordered between 7 and 8 PM? All data from Appetize POS products to mobile ordering is delivered, captured and presented in a clear, actionable way.

■ **Fantastic Support**

24/7/365 support is included. Appetize offers amazing support that their partners love; plus hundreds of more features to support the City's intended application.

Revenue Control for Events

In addition to the aforementioned equipment application, Revenue Control for the City's event-based parking operations will be assured through:

- Proper training and review of employees
- Consistent supervision both on-site and off-site
- A system of records designed to create an audit trail

We implement a cross-referenced series of procedures and reports detailing all event revenue and traffic activity (optional). Single transactions are linked to the entire system, which creates continuity and a complete picture. If a transaction is missing, the system allows the missing transaction to be identified and traced. All on-site personnel will work with the General Manager and our corporate accounting staff to ensure that all accounting issues are addressed, and all accounting information is processed in accordance with Company and City guidelines and requests.

Our integrated system is specific to the parking industry, and can report standard and customized client information as needed. Complete budget information is maintained and used to analyze the monthly results of our operations. Additional information on our revenue control procedures and associated protocol follows below. Note, however, that each event may have particular exceptions and requirements, and we employ a common sense approach to ensure we keep traffic flowing seamlessly while accommodating VIP's, press, dignitaries, City officials and the like.



Management of Receipts Collected by Shift

Lanier maintains a comprehensive system of internal cash controls on site and off. Maintaining the integrity of the City's revenue stream is our top priority. Standard operating procedures follow:

- Revenues are recorded by revenue category, location and shift daily
- A complete audit trail of cash exists from ticket distribution to the final deposit in the bank
- Each Ambassador's shift report and tickets are independently reviewed, recorded and verified
- Unannounced random audits are conducted on all Ambassadors several times each week by the General Manager and administrative staff (Assistant Manager and Accountant/Bookkeeper).
- Daily revenue reports are prepared to document receipts by category and location
- Revenue reports are always supported by validated deposit slips
- Senior management reviews revenue reports on a daily basis. Executive management reviews reports weekly and monthly
- Monthly revenue reports are prepared by location, summarizing daily revenue by category. Actual revenues are compared to budget on a monthly and annually
- Management strives to anticipate budget variances and takes appropriate action.

Security of Money

All monies collected must be kept in a safe and secure environment during normal operating hours as well as after hours. Separate security precautions have been developed for "operating hours" and "after hours" storage of funds, if applicable.

Operating Hours

1. Monies are to be kept in a lock box at all times throughout the day and are to be out-of-sight of customers at all times throughout the day
2. When the party responsible for monies is temporarily away from their desk, monies are to be stored in a secure lock box and either placed in the employee's locked desk Manager
3. Monies collected throughout the day are to be logged at the time of receipt on the proper transaction log

Upon day's conclusion, the employee is to balance their monies collected to the proper transaction logs, as follows:



- Monies are to be deposited in the proper account by management (or designated employee)
- Employee's actions throughout the day must be evaluated to determine if negligent
- Supervisor or management must audit responsible employee's bank and transaction logs
- If monies remain unbalanced, management is to contact Senior Management
- If unbalanced funds are not reported to the direct supervisor and/or management, the responsible employee may receive disciplinary action and/or termination

After Hours

1. Only if applicable, all monies collected, verified and not deposited are to be given to management for overnight storage
2. If monies are coins from the cash registers or pay stations, each denomination is to be bagged/tied separately and stored in the safe overnight
 - Inventory of coins are logged onto the "Coin Count Log"
 - If pay stations are collected, cash should be deposited the day of collection
 - If unable to be deposited, Senior Management must be contacted prior to the end of business day
 - Cash is logged onto the "Safe Log" form for record keeping purposes
3. If monies are from the sales of permits or miscellaneous revenue (events, movie shoots etc.), the monies should be placed in a "bank bag" or lock box and placed into the safe for immediate deposit or overnight storage, then logged.
4. After all monies are placed in the safe for overnight storage, management or designee is to secure the safe room by activating the safe room alarm
5. At the beginning of the next business day, management is to pull all funds to be deposited from the safe and verified by the employee responsible prior to the deposit being made



(4) Marketing and public relations

Web-Based & Traditional Marketing Campaigns

While the RFP emphasizes the efficient utilization of inventory (*space and turnover*) through a variety of means (*including paid parking*), we can support and greatly enhance the City's efforts in Marketing and Public Relations by creating comprehensive, web-based and traditional marketing campaigns to educate, inform and assist residents, employees **and visitors** to find convenient and available parking options within the City.

Check out our proposed way-finding signs for example! These renderings are instantly recognizable, and demonstrate how **Lanier** can assist the City of Delray Beach in creating attractive signs and branding programs! Understanding the City may have its own ideas in this regard, we offer these renderings as a conceptual overview.

Under the direction of the City, we can also develop a new City of Delray Beach ("Park Delray Beach") parking website detailing all options, rates, hours and parking information in and around the City. Please see the enclosed examples of websites we created with input and direction from our public sector clients. Incorporating the use of social media and apps (*citing another example of our turnkey approach*) will provide the most updated and relevant parking information to the City's visitors and local parkers.

Brochures

It is important for the public to be updated with the most accurate information available. **Lanier** is suggesting a newly designed brochure that would be focused on a frequent parking program user. Other emphasis can be created as well. Credit card enhancements, possible pay-by-phone programs, monthly specials, internet links, mission statements and validation programs are all items that merchants, customers, employees and visitors can use to enhance their parking experience.

Marketing materials can be distributed to parkers, showing them the many options they have on their next visit to the area, whether during the day or after-hours activities. **Lanier** will build relationships with residents, visitors and local businesses to maintain consistent awareness, branding and communication steadily flowing to the City, parking staff and visitors.

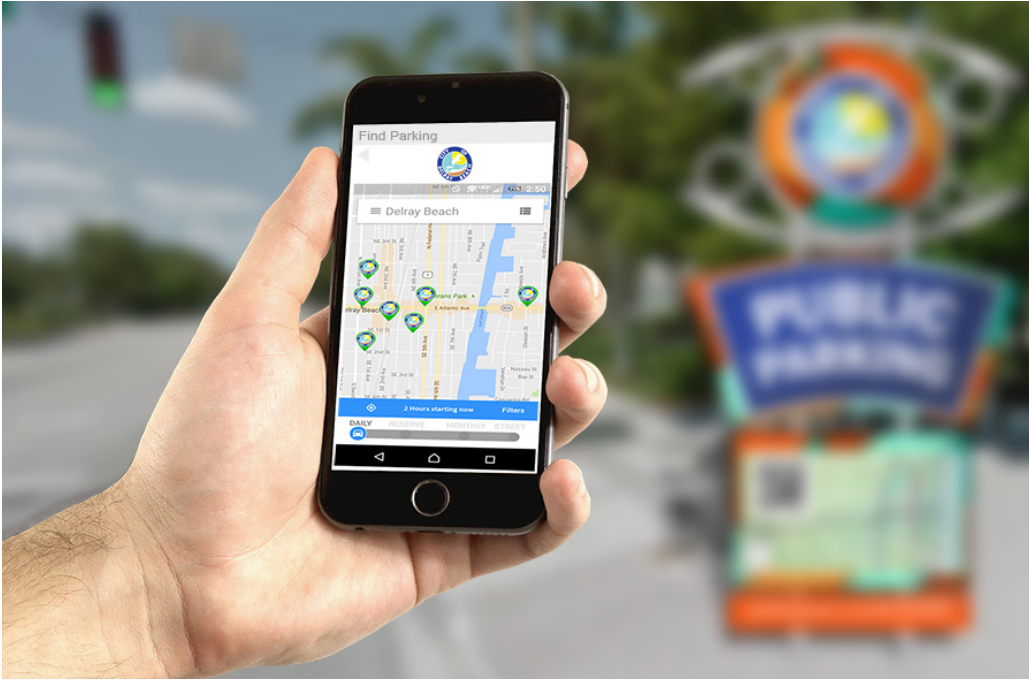
Additionally, utilizing technology, communication tools and helpful information regarding the City's parking program and amenities can enhance a parker's experience.

Please see the following page for an example of Lanier's website design capabilities for the City of Delray Beach Parking Operation.





Digital Marketing Services
Client
Website and Mobile Devices
EXAMPLES
Presented by
**LANIER
PARKING**



(5) Customer service and issue resolution

Customer Surveys

In order to improve the City's parking operations on a continual basis, it is vitally important to obtain feedback from businesses, residents and visitors regarding our customer service. **Lanier** will conduct frequent customer surveys to measure customer satisfaction. The service that **Lanier** delivers to each business, resident and visitor is crucial to our success and to that of the City of Delray Beach.

Our goal is to provide a great customer service experience, and subject to the City's approval, **Lanier** can periodically distribute surveys to solicit feedback on the City's parking program and the level of services they receive from **Lanier Parking**. **Lanier** monitors, tracks and responds to all customer inquiries and negative feedback results in constructive criticism and target points for improvement.

Throughout the term of our contract, **Lanier** will report monthly to the City of Delray Beach on these results to measure our success while using these findings to continually improve the financial performance of the program, as well as the customer experience.

Lanier will supervise our staff members having interactions with patrons to ensure a high level of customer service is being offered at all times, and that all complaints, disagreements or misunderstandings regarding parking rates and/or services are resolved in accordance with established policy, as well as diplomatically and fairly.



Issue Resolution

Should an issue or complaint arise in one of the facilities and/or in an on-street setting, Lanier has various methods of handling the complaint. First, we listen intently to the customer's issues, and we seek to diffuse the situation through positive communication methods. We have training programs that assist our front-line team members and management staff to handle even the toughest of complaints.

In an on-street setting, chances are the issue will arise when a customer receives a citation. All citations written are forwarded to the local Lanier office. Each citation is reviewed for accuracy and viability, scanned by date of citation issue, and then forwarded in electronic form to the City. Both copies of the citations are kept on file in the **Lanier** office. Any citations that are deemed inappropriate or invalid are marked as such prior to scanning.

In the event a parker wishes to contest the citation, the following steps are taken:

1. The parker must contact the Lanier office with the reason that he/she feels the citation is not valid. If the parker contacts the City first, they should be redirected to the **Lanier** office.
2. The Project Manager reviews the information and determines if there are grounds to invalidate the citation. That decision is relayed to the parker; either at the time of the notification or after some investigation is conducted. If it is determined that the citation should be invalidated, the City is notified by email, the parker is notified, and it is written on the original hard copy of the citation in the file.
3. If the Project Manager determines that the citation should stand as a valid and accurate citation but the parker continues to object, the parker is offered the opportunity to talk to the representatives at the City where the final determination is made.
4. If the City determines that the citation should be invalidated, they notify the parker of such and they notify the **Lanier** office by email or telephone. The parker is notified if the City determines that the citation is valid and they offer the parker the opportunity to pay the citation.



(6) Working with local business owners

Authentic stakeholder engagement, and joining local business organizations such as Chambers of Commerce or BIDs, enables **Lanier** staff members to get to know the people, business leaders and neighborhood groups in and around a Downtown Area.

Through this outreach, we gain a unique and distinct understanding of the neighborhoods and streets encompassing the City of Delray Beach. This improves our operational planning, as we are better able to evaluate parking and access considerations impacting supply and demand; common factors that drive public parking RFP processes, and impact local businesses.

We rely on feedback from these often vocal groups to communicate helpful and actionable intelligence to our public sector clients, enabling them (with our support and experience) to develop sound, cogent parking policy.

Lanier will develop and implement successful parking and special event programs for Delray Beach where individual business owners have the ability to conduct business without concern for parking capacity. Finally, **Lanier** personnel will continuously evaluate rates to maintain competitive, “market” pricing.

iii. Submit detailed information and narrative descriptions documenting experience of the key personnel, including the individual Proposed by Proposer who will be assigned as parking manager at the City.

Please see the follow pages for a biography of our proposed Parking Manager, as well as all other key personnel that will participate in the parking management services.

iv. Biography of the parking manager to be assigned to the City and all other key personnel that will participate in the parking management services that includes:

- (1) Name
- (2) Years in parking industry
- (3) Years with Proposer
- (4) Work history
- (5) Education



OBJECTIVE

Pursuing a position with an organization that will utilize my experience in management while offering opportunities for continuing professional development.

PROFILE

Managing Operations for over 20 years with outstanding proven accomplishments in the Parking and Services industries. Highly effective in training and motivation of personnel to provide superior service to domestic and international clientele. A result driven highly organized self-starter proficient in the analysis and development of new and/or improved policies and procedures which have resulted in substantial cost savings. Recognized as an excellent manager with outstanding results on all assigned projects. Specialized in working with affluent clients and in high pressure situations. Skilled in the use of Microsoft Office and other popular computer programs for diverse applications. Strong background in Customer Service environment, with the proven ability to manage a staff in excess of 200 employees. Fluent in English and Spanish.

PROFESSIONAL EXPERIENCE

February 2013 – Present **Park One of Florida
District Manager**

Bottom line responsibility for 15 High-end properties for an elite valet parking company with annual revenues over four million dollars. Directly accountable for a management staff of 14 managers and 195 hourly employee. In addition responsible but not limited to:

- ◆ Budget preparation for all locations in portfolio. Presentation to board of directors for review and approval.
- ◆ Insure all managers comply with rules, regulations and standards set by the company.
- ◆ Review of all payroll information on a weekly basis to insure optimal production and reduction of overtime.
- ◆ Resolve major accident claims and settlements, insuring proper appropriation of funds .
- ◆ Daily inspections of valet locations, instruction, training, motivating and disciplining of management and/or individual employees.
- ◆ Planning, coordinating and staffing special events with in the district
- ◆ Maintain a professional relationship with our client's onsite management team.
- ◆ Manage customer service issues dealing with our personnel.
- ◆ Direct and update HR representatives regarding the placement of personnel to appropriate locations.
- ◆ Open new accounts and develop procedures for revenue controls and operational optimization.
- ◆ Develop and perform customer service seminars for the valet management staff

January 2007 – **Miami Parking Authority**
February 2013 **Manager of Parking Operations, Jackson Memorial Hospital**

Bottom line responsibility for 10 Self Park Garages/Lots with over 7,200 spaces creating annual revenues of over ten million dollars. Directly accountable for the daily Parking Operations that includes Customer Service, Maintenance and Accounting Departments
Additional responsibility, but not limited to:

- ◆ Budget preparation of up to \$10 Million Dollars for all contracted facilities. Presentation such for review and approval.
- ◆ Insure compliance of regulations and standards set by the company and client.
- ◆ Review of all payroll information on a weekly basis to insure optimal production and reduction of overtime.
- ◆ Daily inspections of operational sites and personnel, providing instruction, training, motivation and disciplining management and/or individual employees.
- ◆ Maintain a professional relationship with our client's onsite management team.
- ◆ Insure proper Customer Service through training, and constant feedback.
- ◆ Creating Policies and implemented Procedures to affectively obtain optimal performance from both employees and management.

Achievements:

- Managed the conversion of the parking facilities to a fully automated parking operation. This includes 45 automated Entry/Exit Lanes , 9 Automated Handicap exit lanes, 12 Pay stations ,7 Customer Service Monitoring stations and 54 Lane /Pay Station Cameras.
- Creating and implement new policies and procedures to affectively run the new positions and automated operation.
- Responsible for reducing the overall payroll by over \$250,000 by the automation and streamlining of the operation.
- By creating an all part time staff, I accomplished the reduction of overtime by 94%.
- Responsible for revenue collection of over \$10 Million Dollars, this has been highest revenue collection for the Jackson Memorial Hospital Parking since inception.

March 1998 – **Park One of Florida**
January 2007 **Operations Manager**

Bottom line responsibility for twenty-five locations of an elite valet parking company with annual revenues over eight million dollars. Directly accountable for a management staff of 18 managers and 225 hourly employees. Personally responsible for hiring over 350+ employees. In charge for all planning and coordination of special events. In addition responsible but not limited to:

- ◆ Budget preparation for all locations in portfolio. Presentation to board of directors for review and approval.
- ◆ Insure all managers comply with rules, regulations and standards set by the company.
- ◆ Review of all payroll information on a weekly basis to insure optimal production and reduction of overtime.
- ◆ Resolve major accident claims and settlements insuring proper appropriation of funds .

- ◆ Daily spot check of locations, instruct, train, motivate and discipline management and/or individual employees.
- ◆ Maintain a professional relationship with our client's onsite management team.
- ◆ Handle customer service issues dealing with our personnel.
- ◆ Direct and update HR representatives regarding the placement of personnel to appropriate locations.
- ◆ Open new accounts and develop procedures for each individual need.
- ◆ Develop and perform customer service seminars for management.

May 1993 - **Go America Tours/Miami and Go Caribic Tours/Miami**
Feb. 1998 **Reservations Manager**

Hired as a Reservations Coordinator (Go Caribic Tours/Miami) and given the responsibility for heading a new division of the Company which involved directing FIT reservations with hotels in the Caribbean. In 1995, promoted to Reservations Manager based upon the success in the new division, as well as an innate ability to understand and resolve problems.

- ◆ Established three Reservations Departments in the Caribbean, which involved the analysis of system and services, establishment of procedures, and on-site group and individual training of personnel.
- ◆ Successfully negotiated with hotel management and European tour operators to ensure proper allotment control and customer satisfaction.
- ◆ Recognized for reducing the cost of complaints by 45% to 65%.
- ◆ Train, supervise and motivate a staff of 20, with the responsibility of assisting 440,000 passengers in 1996 and parallel amount for 1997, totaling revenues of \$37 million.

EDUCATION

Associate of Arts (GPA 3.1)
 Miami Dade Community College, Miami, Florida

Advanced Microsoft Word and Excel Training

COMMUNITY ENGAGEMENT

Leadership Miami, Greater Miami Chamber of Commerce, 2012 Graduate
 Habitat for Humanity Volunteer
 Feed the Hungry, South Florida

Key Personnel

We understand the City of Delray Beach parking operations will require a multi-level support structure: Executive Management Team, Senior Management and an On-Site team. Lanier's executive management team will provide oversight throughout the course of the contract. Senior Management will act as the liaison between the City, our Executive Team, and the On-site Team.



Bijan Eghtedari, President

Bijan Eghtedari joined Lanier Parking Solutions as president in January 2015, bringing extensive experience in the parking industry. Mr. Eghtedari served for 12 years as CEO of Park One Holdings, which grew during his tenure from a small firm, to more than 150 properties and 1,500 employees in Florida, Texas, Louisiana, and Alabama.

Mr. Eghtedari attributes that success to his commitment to delivering excellent customer service in highly competitive markets and to developing deep-rooted ties to the community. Previously, Mr. Eghtedari was senior vice president at Central Parking for 14 years, overseeing several markets on the East Coast, including Atlanta.

Mr. Eghtedari's hobbies include golf, hiking, chess, and reading. He lives in Atlanta with his wife and daughter. He attended the George Washington University School of Business and obtained his Six Sigma certification from Villanova University.



Fred Bredemeyer, Florida Division Leader

Throughout his 25-year career in the parking industry, Fred has managed several large municipal parking systems and successfully proposed, negotiated, and managed a \$13 million Parking Surcharge Program for the City of Miami and a \$70 million parking tax program for the City of Los Angeles.

Bredemeyer has served the Miami Parking Authority as Chief Operating Officer. There, he spearheaded the implementation of automated revenue control systems, multi-space pay and display meters, pay-by-phone services, and other income enhancing technologies. Within his five year tenure as Chief Operating Officer, Fred was named the International Parking Institute's Parking Professional of the Year.

Bredemeyer's involvement in the community extends far beyond parking. He is a Past President and current board member of Kristi House, a South Florida not-for-profit organization that provides a healing environment for child victims of sexual abuse. He lends his leadership skills to other community initiatives on a regular basis.





Jeff Crimmins, Regional Vice President, Florida

As Regional Vice President, Jeff Crimmins brings parking experience that spans over 20 years. Jeff joined Lanier Parking in January of 2016, having most recently served as Regional Manager for Park One of Florida.

Jeff began his career in transportation, working for Allright Parking in Atlanta, GA and has since served in various management roles for Central Parking, Standard Parking, Park One, and Lanier. He has extensive knowledge in the following markets: Atlanta, Mobile, Knoxville, North and Central Florida, Miami Dade/Broward County. Jeff attended Florida State University and The University of Georgia, where he studied chemistry prior to working with Allright Parking.

Jeff's hobbies include golfing and cooking. He also holds memberships in the Building Owners and Managers Association (BOMA), Hillsborough County Hotel Motel Association, and Central Florida Hotel and Lodging Association.



Joan Walley, Senior Area Manager, South Florida

Joan Walley started her career with Lanier Parking in Atlanta, when she joined the company in January 2005 as a full-time shuttle driver at one of our Atlanta hospital locations.

Although new to the parking industry, Joan had been working in retail and restaurant management for over twenty years, and had a strong background in customer service and employee management. She was soon promoted to the position of Bookkeeper, and worked as a Bookkeeper, Office Manager, and Assistant Manager at several downtown Atlanta locations.

In April 2009 Joan was promoted to Facility Manager. In that capacity she managed the parking operations at One Capital City Plaza and 2045 Peachtree Street in Atlanta. In April 2010 the Company promoted Joan to Senior Manager and transferred her to Ft. Lauderdale, FL to oversee the start-up and operation at Tower 101 and Broward Financial.

Joan was promoted to Area Manager in April 2013 for Palm and North Broward Counties with the addition of Esperante Building in West Palm Beach and five new properties in the downtown Fort Lauderdale area. In 2014, Joan was promoted to Senior Area Manager over The South Florida market.





Kerry Loomis, Director, Municipal Division

Kerry began her career with Lanier in January 2004 as the Assistant Manager of our Wrightsville Beach, NC Parking Program. Within months, Kerry's energetic "go-get-it" attitude was quickly recognized. She was promoted as the Project Manager for the City of Richmond, Virginia's on-street parking program, and later started our municipal footprint with the City of Wilmington and the City of Myrtle Beach.

Kerry's ability to constantly deliver superior operational and financial results for our clients led to her promotion as Operations Manager in June 2008. She was responsible for twelve locations including on-street parking, off-street parking garages, and six municipal locations. In January 2010, Kerry was promoted to General Manager and again in 2016 to Director overseeing all municipal operations for Lanier.

Kerry has become an integral part of working with cities across the United States over the past ten years, building customized solutions for their specific needs.



Steve Resnick, Senior Vice President, Municipal Division

Steve Resnick, CAPP (Certified Administrator of Public Parking through the International Parking Institute and the University of Virginia), joined the firm in 2016 as Senior Vice President of Citizens | GOVT Solutions, a dedicated municipal parking division serving the Company's public sector clients exclusively.

A proven leader and facilitator, Steve has more than twenty (20) years of experience in the parking industry, and has acted in a variety of professional capacities thereto. He was responsible for several notable contract awards (public and private sector) while working at SP+ Corporation, as Vice President of Business Development, and Vice President of Municipal Services, respectively. Disciplines included Municipal operations, Class-A office buildings, bank portfolios, retail projects, healthcare facilities, white-glove and large-scale valet services, mixed-use projects, stadium and transportation accounts.

Steve began his parking industry career as a Facility Manager, and was promoted to Senior Manager of Operations for the Company's urban and public sector operations throughout Southern California, with added responsibilities for CO, AZ, and NV. He spent seven (7) years managing operations of all sizes and scope. Responsibilities included cash accounting and revenue control, permit sales, monthly reporting, training, scheduling, administration, auditing, traffic control, cash transport and depository functions.

Steve has been actively involved in a number of civic, charitable and professional organizations, including BOMA, IREM and ICSC. He is a past Board Member of the Santa Monica Chamber of Commerce, and participated in its Parking Task Force and Government Affairs Committee. Steve also served on the Board of Directors for the Capital City Partnership, a public-private partnership in St. Paul, MN that consisted of over fifty (50) of the Twin Cities' largest corporations. Steve is also a prominent member of his community, having served as the President of the Tarzana Estates Homeowner's Association, and as Vice President of the Penfield Estates Homeowner's Association.





Carlos Bastos, Area Manager, South Florida

Carlos has been with Lanier since August of 2002, when he began with the company as a Maintenance Tech. Due to his outstanding performance and customer service skills, he was promoted in 2005 to the position of Facility Manager, and again to Senior Project Manager in January 2008.

As Lanier's business in the Ft. Lauderdale grew, Carlos was again promoted to his current position of Area Manager, where he is responsible for ensuring the highest level of operating standards and customer service for all the Lanier accounts in the Ft. Lauderdale area. Carlos has twice been recognized as a Lanier "Shining Star of the Year", and is a valued member of Lanier's management team.



Juan Perez, General Manager

Juan Perez has nearly twenty years of experience in Managing Operations in the parking industry. He is highly effective in training and motivating personnel to provide superior service to Lanier's clientele. Juan is responsible for 15 high-end properties for an elite valet parking company with annual revenues exceeding 4 million dollars.

Juan has experience in all facets of parking management—from business administration to customer service. Juan is fluent in English and Spanish. He has a degree from Miami Dade Community College. He is very involved in the Miami community as a 2012 graduate of the Leadership Miami, Greater Miami Chamber of Commerce. He also volunteers with Habitat for Humanity and Feed the Hungry, South Florida.

Lanier has provided Juan's resume earlier in this section.

v. If the Proposer proposes to use subcontractors in the course of providing services, provide details of the area in which subcontracted services will be utilized and if applicable, identify the subcontractor

Lanier will be responsible for the Scope of Work as outlined in the RFP and ultimately the operating contract. **Lanier** will work alongside the chosen multi-space vendor and handle the installation. Typically, the vendor will provide a Project Manager, and together with our operations team we can install the paystations. If they are chosen to be power vs. solar, we will need to request a certified electrician or City-appointed personnel to assist.

The only service Lanier can foresee subcontracting for this is pressure washing of the parking stalls in the garages. A local subcontractor will be identified at that time and subject for City approval. We have budgeted for this on an annual basis.

Passport and UIG are vendors we have partnered with to provide the highest level of integrated technology desired to take the City of Delray Beach into the future of managed parking.

vi. Each Proposer shall submit client references for whom they have provided parking management services similar to those specified in this RFP in the past five (5) years and who are agreeable to respond to a request from the City regarding proposer's experience. Each client reference should include the following:

- (1) Organization name
- (2) Contact name
- (3) Contact email address
- (4) Address
- (5) Telephone and fax numbers
- (6) Dates of service (start/end)
- (7) Scope of work (brief description)
- (8) Number of parking spaces under management
- (9) Annual management fee (excluding reimbursable expenses); select from the applicable range below:
 - (a) \$0 - \$99,000
 - (b) \$100,000 - \$249,000
 - (c) \$250,000 - \$399,000
 - (d) \$400,000 or greater

Please see the following page for Lanier's client references.



Client References

City of Myrtle Beach, SC

Municipal On-street Parking Management

2,400 spaces

Dates of Service: March 2004 - Present

Annual Management Fee: A. \$0 - \$99,000

David Sebok

Executive Director

517 9th Avenue North

Myrtle Beach, SC 29577

Phone: (843) 918-1065

Fax: (843) 918-1083

dsebok@cityofmyrtlebeach.com

City of Wilmington, NC

Municipal On-street & Off-street Parking Management

2,793 spaces

Dates of Service: February 2008 - Present

Annual Management Fee: D. \$400,000 or greater

Betty Gurganus

City Parking Manager

305 Chestnut Street, P.O. Box 1810

Wilmington, NC 28402

Phone: (910) 342-2786

Fax: (910) 341-3264

betty.gurganus@wilmingtonnc.gov

City of Roanoke

Municipal On-street Parking Management

4,136 spaces

Dates of Service: January 2002 - Present

Annual Management Fee: D. \$400,000 or greater

Debbie Moses

Parking Administrator

106 Shenandoah Avenue

Roanoke, VA 24016

Phone: (540) 853-8285

Fax: (540) 853-8299

debbie.moses@ci.roanoke.va.us

Atlantic Station

On-street & Off-street Parking Management

6,500 spaces

Dates of Service: January 2004 - Present

Annual Management Fee: B. \$100,000 - \$249,000

Celeste Bilson, CPM

Associate Director, CBRE Asset Services

271 17th Street, Suite 575

Atlanta, GA 30363

Phone: (404) 898-2500

Fax: (404) 898-2505

celeste.bilson@cbre.com

For more information regarding the services performed at the locations listed above, please see Section 3, "Minimum Qualifications."



B. CAPACITY AND APPROACH

i. Provide a summary overview of the proposed approach and methodology for engaging with City representatives while in the course of performing the duties.

We are fully committed to providing the services described in the RFP, and greatly value this opportunity to be of service to the City of Delray Beach. We are hopeful to take the next steps in creating a collaborative, transparent partnership with the City, and seek to facilitate a continuing dialogue using the following Summary Overview (*our proposed roadmap to success and commensurate operating plan*) as a basis for our discussions.

While **Lanier** prides itself on Standard Operating Procedures, best practices, ambassador-based services, accountability and internal audit functions, **Lanier** is not a **business as usual** company. As such, our Proposed Solution for the City is designed to seamlessly integrate into, and accommodate today's parking dynamic while adapting to the evolving needs and demands that will be placed on the City's parking assets (*now and in the future*) by its growing parking population (*particularly visitors*).

With our experience in municipal parking operations, we have developed effective communication protocol with our public sector clients, regardless of the type of program. **Lanier** is seeking to participate in bi-weekly, face-to-face meetings with the appropriate City of Delray Beach Staff member(s), in Delray Beach, from the time the Contract is signed until approximately 60 to 90 days thereafter, or as mutually agreed upon. The switch to weekly meetings will ensure that the **Lanier** Team is on the same schedule as the City.

Client and Operator communication is key to ensure successful operations, and **Lanier** will put the appropriate processes in place to ensure that important messages are delivered consistently to the City and its stakeholders, whether during the transition period, ongoing operations and/or special projects and events.

ii. The overall approach to delivering the Scope of Services.

Today's public sector environment demands total **accountability**. In governance, as with public parking contracts, **accountability** has expanded beyond the basic definition of the term. It is the acknowledgment and assumption of responsibility for policies, actions, decisions, products and services, including the implementation of, and administration encompassing reporting, explaining and being answerable for all outcomes and consequences. This ever-increasing level of public scrutiny and stakeholder involvement requires more than just tactics of Parking Management 101.

Lanier will embrace **accountability**, not only in our City of Delray Beach operations, but to the City's stakeholders and parking populations; visitor, resident and employee. We understand that a government contract is more than simply the outsourcing of a vendor service; it is an implied arm (*or extension*) of a government body. Hence, the entire basis of our approach is founded on the premise of working *with* the City of Delray Beach and its stakeholders to forge a transparent, proactive, efficient, **sustainable and accountable** "public parking partnership."



iii. Goals that the Proposer would like to achieve.

The **Lanier** team seeks to meet and exceed the City's goals and objectives from and after this RFP. We formulated our response accordingly, and would like to address and achieve the following vital program components:

- A Seamless Transition and Ongoing Management and Operation of the City's parking system to ensure the safety of the City's constituents and visitors, as well as increasing revenues;
- Effective and Efficient Management Controls;
- Efficiency in Staffing and Vendor Management;
- Facilitating Continuous Program Improvements;
- Proactive Event Parking Management and Logistics;
- Working w/Local Firms to Facilitate our Value Proposition;
- Deploying Enforcement "Ambassadors" to Enable Superior Customer Service;
- Acting in a Consultative Capacity to Provide Best-in-Class Solutions to the City;
- Proposed Operational Methodology – On and Off-Street Best Practices;
- Transparent Bookkeeping, Accounting, Auditing and Financial Reporting;
- Integrating New Technology and Maintaining the City's Parking Equipment;
- Keeping the Facilities in Clean, Safe, Secure and Presentable Condition at All Times

Success Through Collaboration

An overriding goal for **Lanier** is to create a collaborative working partnership with the City of Delray Beach and provide solutions that will develop and continuously improve the City's parking program immediately, and for years to come.

At **Lanier**, we believe parking is the glue that holds a Downtown together, and we take pride in our ability to adapt and take on new responsibilities. **Lanier** views itself as a value-added member of every community in which we operate, and is committed to providing the City of Delray Beach the highest level of service to support its visitors, residents, merchants and local tax payers.



iv. Narrative that demonstrates working knowledge and understanding of the requirements of the Scope of Services.

We read and digested the contents of the RFP and Addenda, as well as the comprehensive report from Kimley-Horn, and visited the City multiple times during our due diligence phase. Indeed, we believe the City of Delray Beach would benefit greatly from a coordinated, comprehensive parking management program **and communications** effort (*including authentic stakeholder engagement*) to accommodate its objectives from and after this RFP. **Lanier** is committed to perform these services in accordance with the requirements outlined in the RFP.

Moreover, our approach for Delray Beach goes well beyond the traditional premise of managing the City's new parking program. We strive to become an extension of the City itself, as Parking Ambassadors, fostering a positive public message, becoming part of the fabric of the City, using our advanced parking management techniques, technology tools and best practices to lead the way; operating from a place of passion, Standard Operating Procedures, efficiency and excellence. **Lanier** will focus our operational plan around the Scope of Services, and shall execute accordingly.

v. Details of implementation plan and schedule.

Transition Plan

Lanier's dedicated professionals know how important a truly seamless transition is to the City. We have handled numerous transitions for public sector clients throughout the country, many of which were for beach/tourist-based cities.

We begin every new location and public parking program knowing a successful startup is absolutely critical and essential to establishing credibility and confidence with our clients, their stakeholders and parking customers. That's why our goal during any transition period is to do everything in our power **not** to disrupt every-day business. Over the past five (5) years, **Lanier** and its affiliated group of companies has completed hundreds of new location transitions, several of which were for municipal parking programs.



With our experience in transitioning new locations, we have developed effective communication protocol regardless of the type of program, and our municipal on and off-street transitions are no exception. As outlined in our Transition Timeline below, **Lanier** is planning bi-weekly face-to-face meetings with the appropriate Delray Beach Project Manager and/or member(s), from the time the Contract is signed until approximately 60 to 90 days thereafter, or as mutually agreed upon. The switch to weekly meetings will ensure that the **Lanier** Transition Team is on the same schedule as City Staff.



Transition Team

- Tony Caffey, *Transition & Acquisition Manager*
- Tracy Kalteux, *Senior Vice President of Human Resources*
- Fred Bredemeyer, *CAPP, Florida Division Leader*
- Jeff Crimmins, *Regional Vice President*
- Steve Resnick, *CAPP Senior Vice President, Municipal Division*
- Kerry Loomis, *Director, Municipal Operations*
- Karen Quinn, *Controller*
- Winston Cooper, *Director of Loss Prevention & Risk Management*
- Amanda Taff, *Information Technology Manager*

Transition Process

Our transition process is systematic and methodical. **Lanier** uses a comprehensive Transition Checklist to ensure that every detail of the transition is covered.

As soon as a new Contract is awarded, the Transition Team meets with Executive Leadership to discuss the Scope of the Project, understand all the details and client concerns, and to begin execution of the Transition Checklist.

This checklist is tracked through an electronic project management tool (*i.e.* GANTT chart). A Timeline for completion of the Delray Beach project is developed, based on the lead-time given prior to start-up. Transition Team Meetings are held weekly, with the Checklist and Timeline updated regularly to share information with all parties involved in the transition. The local Transition Team stays in communication with the City through status updates and to discuss any questions, concerns, or problems that may arise.

Our team at National Headquarters will also work with the City of Delray Beach to develop a communications plan for current customers/parkers regarding the transition. Details of our transition process include:



- A site-specific analysis and survey to determine the City's specific needs
- Preparation of a written timetable with measurable goals
- A transition management team specifically assigned to the City of Delray Beach
- Development of a detailed instruction and operations manual
- Selective recruiting and careful screening based on the needs of the parking program

Within the weekly meetings to transition the parking program, assignments are discussed and distributed among the departments within **Lanier's** Headquarters.

Our Transition Plan includes the Following Fundamental Elements and Processes

- The Transition Process starts with the notification that we will assume management of the City's parking program. At that point, our Transition & Acquisition Manager, Tony Caffey, will convene the Transition Team into a series of meetings and communications to ensure that no item is overlooked. Local staff will:
 - Order cash/coin counter, safe and vehicles
 - Define needs for office supplies, parking tickets, signage, and other miscellaneous items for advance ordering
 - If necessary, adjust staffing levels and scheduling of hourly staff
- Our Management Team shall meet routinely with City Staff
- On the first day of operation, and perhaps even the first week should the City deem appropriate, additional management support will be on hand to greet arriving parkers to ensure efficiency and provide support to the hourly staff as they perform their new job duties.
- We will also observe and coach the hourly staff to ensure exceptional service. At the City's request, we can host opening day activities to include light breakfast items, giveaways, bottles of water etc., for the City's patrons.

Delray Beach Implementation Plan

60 Days from Go Live Date

In addition to the protocol outlined above, our proposed General Manager for the City of Delray Beach, Juan Perez, is a seasoned veteran with multiple years in the industry. Mr. Perez will work side-by-side with Fred Bredemeyer, Jeff Crimmins, and Kerry Loomis, our Director of Municipal Operations, learning all facets of the Delray Beach parking operation. The team will focus on the goals for the City and our Company as its Operator, as well as develop customized orientations for our frontline team.



Together, alongside our Transition Team (*as detailed later in this proposal*), our Project Manager will work collaboratively with the City on the following items and tasks within the first sixty (60) days after the award.

30 Days from Go Live Date

Ambassador Training - As referenced in our Proposed Solution, each of the Ambassadors will obtain the required Parking Enforcement Specialist (PES) Training Certification required by the Florida State Statute 316.640. Classes will be for a total of 16 hours. This is mandatory for any personnel who will be writing parking violations and all costs are covered under Lanier's operating budget.

The course not only covers the statutes that are needed for parking enforcement in Florida, it also covers subjects like safety, booting, customer service and courtesy, new technology, recent changes in the law, professional appearance and the history of parking and why it is necessary for most municipalities to function. It will cover subjects such as how to look for violations, and special event parking. Parking garages, lots and on-street parking are all covered in this class course.

A typical **Lanier** transition involves several members of our corporate, operational, and executive staff. Each member of the Transition Team has a defined role from the time the contract is signed, through the first week of operation and even for a period of time thereafter. It is important to **Lanier** that every employee be trained to the fullest in order to support the growth of the operation and respect the tight controls in place.

vi. Describe Proposer's strategies to ensure accessibility and availability of its corporate management team and support staff during the term of the Agreement.

Lanier understands that the City of Delray Beach parking operations require a multi-level support structure – Executive Management Team, Senior Management and an On-Site team. **Lanier's** executive management team will ensure accessibility and availability while providing corporate oversight to the City's operations throughout the course of the contract. The Senior Management will act as the liaison between the City, Executive Management Team, and the On-site Team.

Our on-site management team will again commit themselves to spearheading communication with the City through routine meetings, updates, and reports – dedicating themselves to the continued success of the parking operations.

vii. Overall staffing plan to include an organization chart depicting the positions proposed and the reporting structure to include hiring for special events.

Staffing Plan

Our proposed Staffing Plan for these operations not only establishes, but will enhance the City's potential for customer service. We do this while maximizing wages for our front-line employees. All **Lanier** employees will provide first-in-class service to the City's parking patrons ~ with a smile and friendly hello.



Dedicated maintenance personnel will ensure the long-term viability of the subject parking facilities, so we have budgeted for a comprehensive and preventive maintenance program to ultimately limit expenses and increase revenue for the City; ensuring existing and new facilities and equipment are well maintained and functioning properly.

Lanier believes the foundation of a consistently successful operation begins with our people and how they interact with others; clients and customers alike. This fundamental groundwork of our Staffing Plan enables our senior management and executive teams to custom design the framework of how **Lanier**, along with the City's input, believes the operation should function.

Lanier will staff the parking operations with a team of professional, efficient, and highly trained employees capable of delivering the highest level of service. We want Delray Beach residents and visitors to recognize our uniformed employees, adding the opportunity to build a closer, friendlier relationship with them.

Additionally, we understand that a quality operation begins with on-site leadership that delivers the results the City expects. **Lanier** personnel will be present and actively addressing the needs of local businesses, residents and visitors; all while focusing on achieving a high level of customer service.

Staffing Schedules

We recognize static schedules are subject to change based on weather, special events, demand (*increased or reduced*), future adoption of partial or full automation, and the City's evolving parking program. **Lanier's** on-site management personnel will always monitor and evaluate our Staffing Plan and make recommendations to the City of Delray Beach regarding operating hours and labor requirements.

viii. Detail the types and functionality of equipment and technology to be utilized and Proposer's plan for the implementation of and on-going support to include the following:

(1) Revenue control equipment

Lanier will be utilizing three (3) equipment vendors to deliver superior revenue control to the City of Delray Beach that will support our personnel on the ground. The solutions have been detailed in the various sections below. **Lanier** understands the City's desire to install replacement multi-space paystations in the garages vs. a closed access system.

(2) Multi-space parking technology

Lanier has experience with several multi-space vendors in the industry. We also understand the City of Delray Beach has issued an RFP for the multi-space equipment. With our established existing relationships, **Lanier** is more than confident our maintenance team will work directly with their project manager for the installation.



Lanier also commits to work with the City officials in determining the exact placement for the proper deployment in Delray Beach. Current placement recommendations include replacing the existing fifteen (15) paystations and the existing on-street single space meters on Atlantic Avenue.

Expanded paid parking should be strategically placed in the Central Core Area to support the businesses with the turnover they need. The time limit for parking will then be measured by a variable rate schedule based on demand occupancy. This will also reduce the appeal rate for the number of violators that simply wipe off the chalk or simply move up a space on the same block.

While the City may have its own preferences for said paystations and this may be flushed out through the RFP process, we thought it might be helpful to point out a few differences in the technology provided by Parkeon. Other multi-space paystation manufacturers have merits as well, but not every paystation solution is geared towards specific constituent and/or service needs in given cities.



Parkeon has a CLOUD system that allows communication from the City to its customers. It allows for interaction with 3rd party applications such as Passport, which will be discussed in detail below. Parkeon paystations have the ability to take citation payments directly at the paystations, which allows customers to pay and go with a direct import into Passport's citation database.

For budgeting purposes, **Lanier** has budgeted for the following:

- Monthly fee is \$50/meter/month (15 Units per the RFP for Multi-Space Paystations)
- Wireless Communication
- Credit Card Fee: (Parkeon does not have any additional fee per transaction - they are all inclusive)
- Back Office Hosting and Reporting (otherwise known as EMS or IRS)
- City News: Capability to display text or image on the meter that are chose and customized by the City
- Validation Codes: allow to have a discount or free time / free parking when a code is entered

Again, **Lanier** is able to work with any vendor the City chooses in this process; and works with multiple vendors in this regard in our existing deployments; however, given our recommendation to use Passport, our proposed paystation pricing was obtained through Parkeon.

(3) License plate recognition technology

Passport's solution will improve the overall efficiency and compliance of the City of Delray Beach by complementing the enforcement officers out in the field. Partnering with Genetec, Passport is able to provide License Plate Recognition ("LPR") technology to its clients. This feature allows the City to improve the efficiency and speed of a single parking enforcement officer in a car outfitted with Genetec's automatic license plate recognition ("ALPR") cameras.



Integrating LPR technology with Passport's suite of products, the City or our Ambassadors can quickly scan license plates and gather all pertinent information associated with that license plate number ("LPN"). The scanned LPN passes through the software, which searches Passport and State records for black and white listed vehicles. If the search returns a negative report, the software will push notifications, image data, and GPS locations to the officer's handheld device. This ultimately allows officers to cover more ground and enforce more accurately.

The Hardware

Genetec's system, AutoVu, automates license plate reading and identification, making it easier for parking enforcement officers to enforce parking restrictions. The vehicle-mounted hardware system automatically captures license plate characters, vehicle images, timestamps, and GPS coordinates, decreasing the number of parking ticket disputes and increasing the rate of compliance. By scanning license plates with AutoVu, the City can complete enforcement routes faster with less PEOs.



Lanier will be deploying three (3) ambassadors in energy efficient vehicles equipped with LPR cameras. There will also be one (1) on-street supervisor deployed during peak hours for added support.

Garage LPR Enforcement

sPark is an automated parking experience for registered Passport parkers. This feature allows parkers to park in a garage without having to stop at a pay station. A registered parker's license plate number ("LPN") will be picked up by license plate recognition technology ("LPR") once they enter the garage, which will initiate the session. When the parker leaves and the LPR reader is no longer able to detect the LPN the session will stop automatically. The parker's registered form of payment will not be charged until after the session is complete.

To register for this program, a parker will save vehicles to their account, by LPN, as well as select a default payment method. When the vehicle enters the garage, the LPR will scan the LPN and run the number against Passport's list of registered parkers. If the LPN is connected to a registered parker, Passport's backend system will confirm the payment method and begin the parking session. The status of this parking session will be automatically pushed to the enforcement software to ensure accurate enforcement.

To take full advantage of this feature, the City will have to install LPR cameras throughout the non-gated parking garages that it controls so that every parking bay is monitored. Passport integrates with several LPR providers already and will be happy to suggest a provider if the City wishes to purchase new LPRs. An added bonus of this functionality is targeted enforcement.

By utilizing LPR technology within an enclosed space, Passport's system is able to detect exactly where a vehicle is located within the garage. If a parker is not registered with sPark and hasn't otherwise initiated a parking session, Passport can send targeting information to the enforcement software after the City-specified grace period has expired.



(4) Parking sensor technology

Parking sensors can become expensive and costly to maintain for little return on the investment. Occupancy data can be collected with the right amount of integrations from payments made at the multi space paystation and consistent enforcement through LPR technology. **Lanier** would like to introduce UIG that will provide that data and reports needed to provide the city with real time occupancy. The cost has been added to the amortization listed items at the end of this section.



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SMART PARKING
MANAGEMENT
SYSTEM BY
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GROUP



Please see the following pages for more information about UIG.



Response to RFP No. 2016-107
Comprehensive Parking Management Services

WHO IS UIG?

Urban Innovation Group believes that the core of a true “Smart Parking” system is a cloud based platform that enables data and process transparency.

Parking meters, mobile payment apps, and wayfinding tools are singular solutions to a much larger problem. The convergence of these technologies and the migration to mobile is inevitable.

The UIG platform was designed to bring these puzzle pieces together and be the backbone of a parking system.

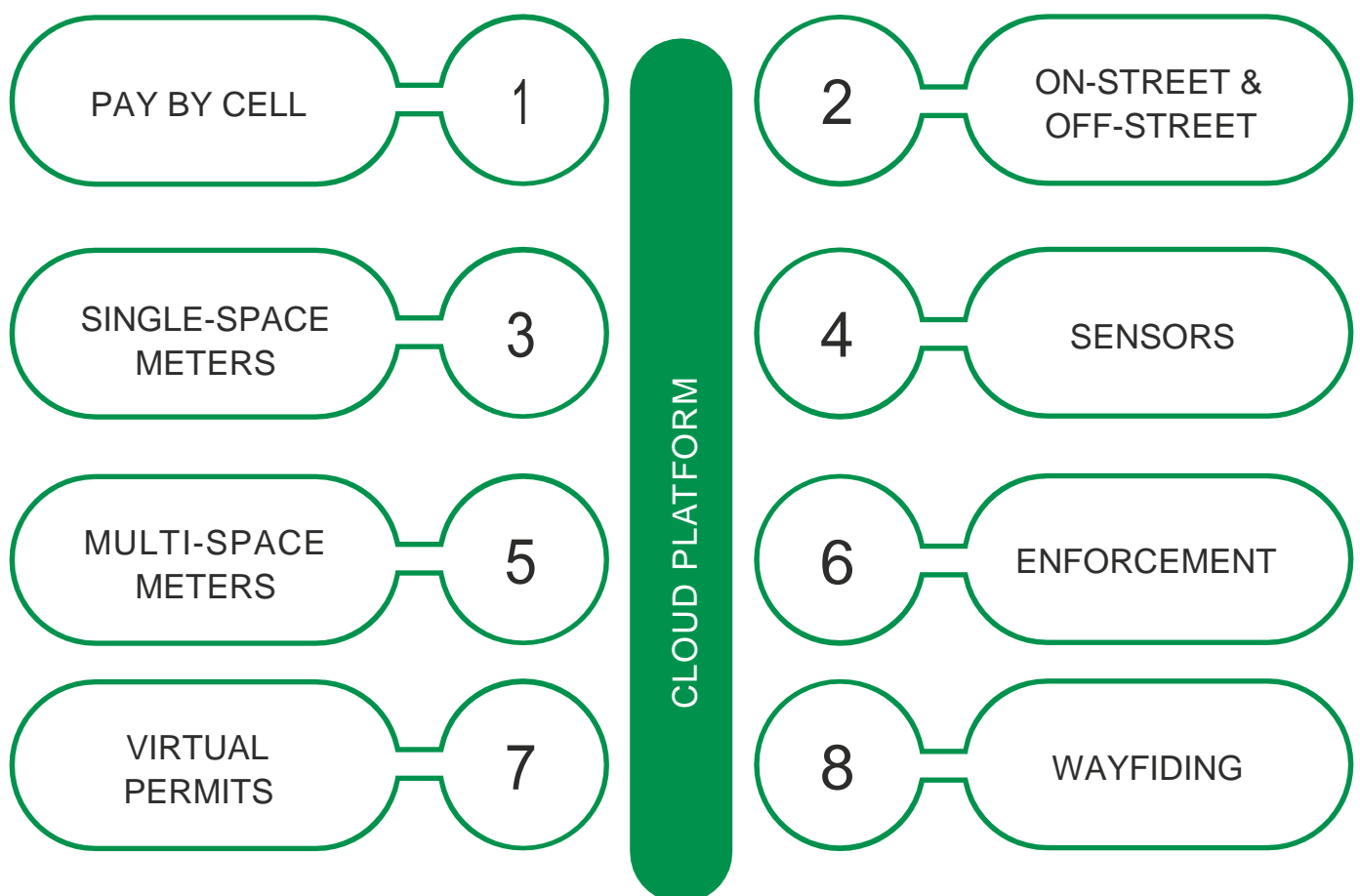
Parking operators can now manage the transition from equipment to the virtual world.

- Over 110,000 spaces managed
- 75,000 spaces managed in Moscow
- 10,000 spaces managed in Kazakhstan



UIG CLOUD PLATFORM

- Parking can no longer be viewed as stand-alone infrastructure. It must now be viewed as a part of a much larger ecosystem.
- UIG serves as both the backbone of a future parking system, but is also a bridge to make this transition a reality.
- The UIG platform is a full parking management system
- Fully integrated to provide the ability to manage, update and forecast from one location
- Works with multiple meter brands in one park
- Works with any mobile, guidance or enforcement system
- Analytics package is flexible to produce almost any needed report



DASHBOARDS & ANALYTICS

View all paid parking data in one place

Filter by Parking Area or Parking Zone

Report on specific date ranges

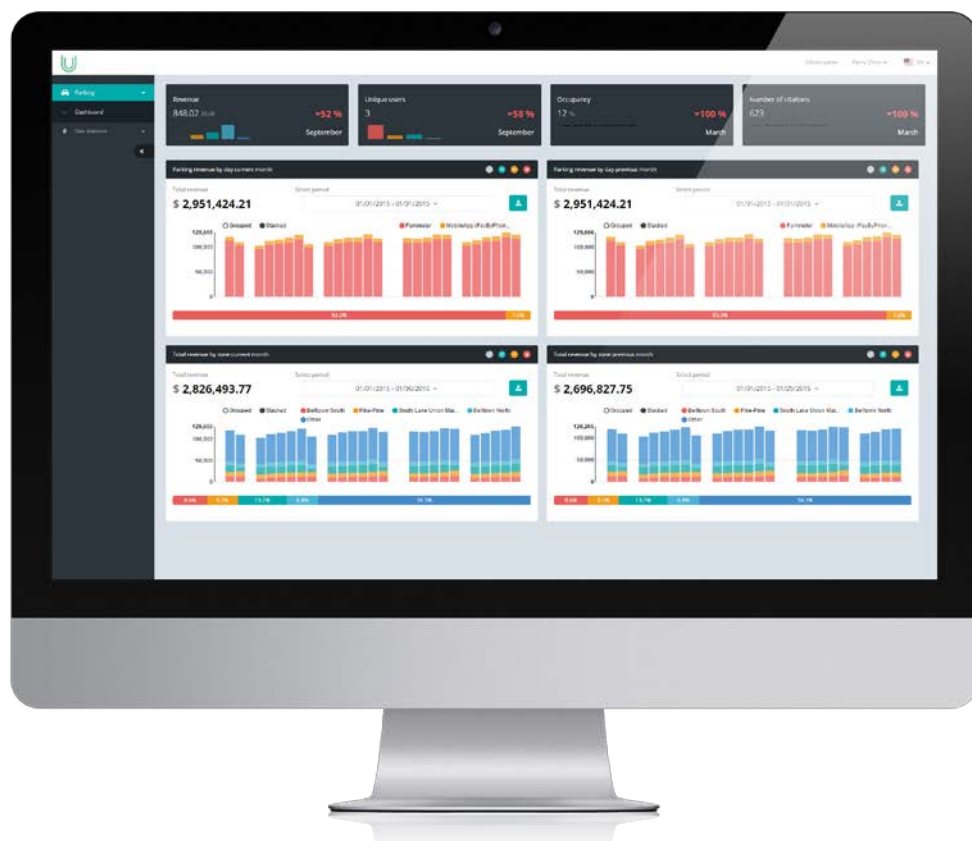
Create hierarchy that meets local operation

Customize the dashboards to display key reports or KPIs

Reports include:

- Revenue Summary
- Quantity of Parking Sessions
- Revenue vs. Target

Make intelligent decisions about your parking asset



DASHBOARDS & ANALYTICS

ANALYTICS IS LIKELY THE MOST IMPORTANT PART OF ANY SOLUTION, AS IT PROVIDES THE BASIS FOR INTELLIGENT MANAGEMENT DECISIONS

- The UIG Forecast System offers a simple, economical and user-friendly solution to dramatically improve your forecasting and reporting capabilities. Ideal for automated occupancy and revenue management without sensors and the associated cost.
- Real-time Occupancy Statistical Forecasting and visualization on Google Maps
- Import Existing GIS Data / Convert ESRI format to Google Maps
- Capability to draw parking / tariff zones right in GIS / drag and drop functionality.
- Flexible Tariff Engine supports Tariffs of any complexity (recurring, calendar based, anytariff step, any grace period)
- Aggregated view on reporting on Assets (classified by type)
- Aggregated view on real time reporting of Payment Transactions from multiple channels (meters / Mobile)
- Aggregated view to the Citation data
- Aggregated view of Enforcement efficiency
- Heat Map dashboard granular to the parking zone and specific parking (date and time view)
- Revenue forecasting dashboard granular to the parking zone and specific parking (date and time view)
- Works with any meter or combination of meters in your park.
- Capability to integrate any brand or brands of mobile payment
- Capability to manage on-street, off-street, surface and other parking at one GIS at the same time
- Automatic cashless revenue reconciliation tool

SCOPE OF WORK

UIG SMART PARKING PLATFORM

Business intelligence is a technology-driven process for analyzing data and presenting actionable information to help municipalities and operators make more informed business decisions. UIG can integrate and aggregate the data elements from the various parking technologies deployed and provide parking administrators with a complete view of their parking system. These data elements can include parking meter and mobile payment platforms as well as information from city budgets and enforcement platforms.

UIG dashboards and analytics modules integrate transaction, payment, citations and other data from various channels such as parking meters, mobile applications, off-street systems, the UIG customer web portal, enforcement programs, and others into the one solid database. This complete view removes the need to manage multiple reporting platforms and toggle between platforms when generating reports or system KPIs.

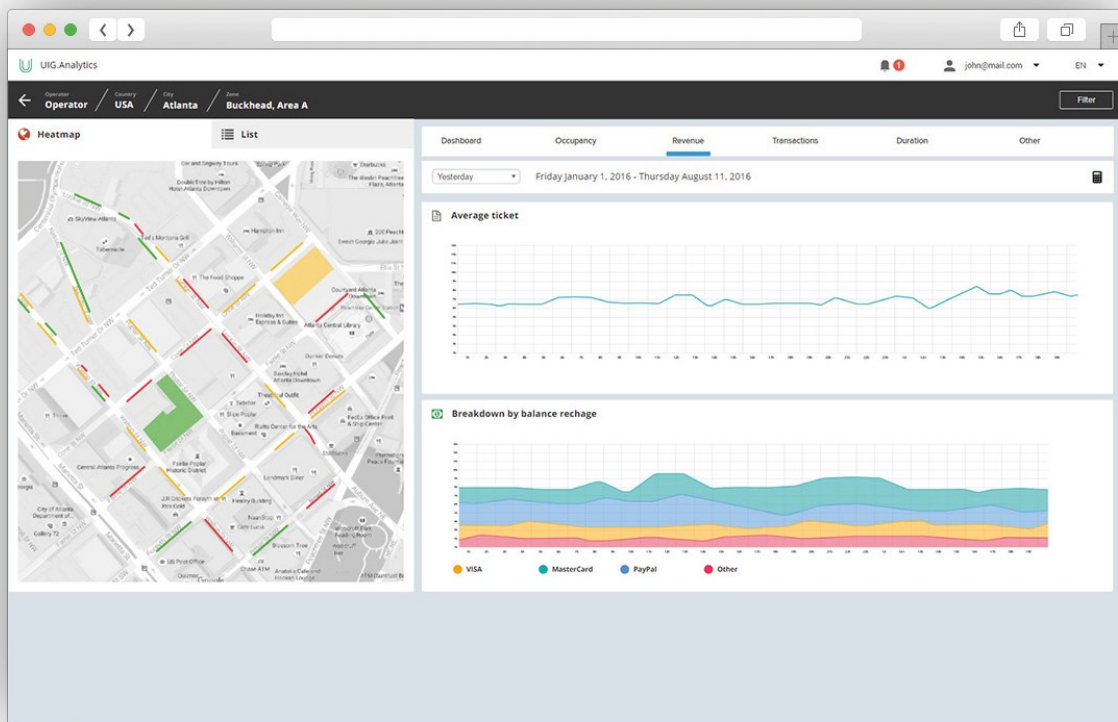
Effective pricing models are dependent upon the data that drives them. Incomplete data leads to incomplete decisions. The UIG platform incorporates all relevant parking data so that system administrators can make effective decisions that maximize the value of the parking system. This value not only includes revenue generation but also the public experience with the parking system. UIG leverages on this data to create occupancy and demand forecasts. The result is a demand based pricing model that dynamically selects and recommends optimal rates for on-street parking zones (including progressing and dynamic tariff) or off-street parking zones and objects based on forecasted demand, arrival date, length of stay and more.



SCOPE OF WORK

UIG REVENUE MANAGEMENT SYSTEM INCORPORATES:

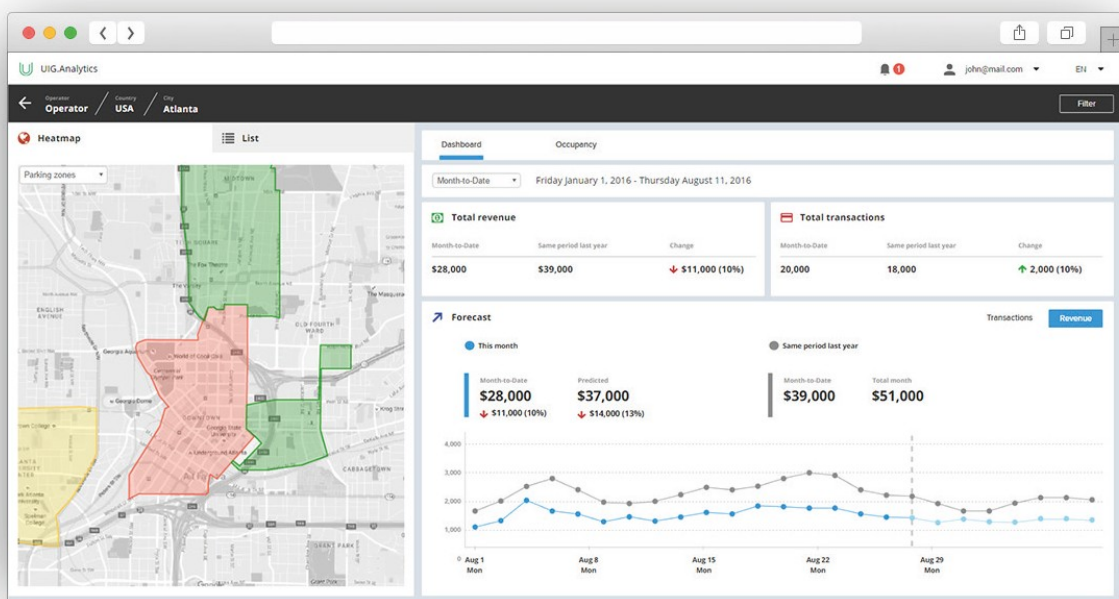
- UIG dashboards and analytics modules integrate transaction, payment, citations and other data from various channels such as parking meters, mobile applications, off-street systems, the UIG customer web portal, enforcement programs, and others into the one solid database.
- UIG dashboards and analytics modules allow getting and filtering information by:
 - On street/off street parking
 - Country/City/Parking Zone/ Parking Place/ Garage
 - Report on specific date ranges



SCOPE OF WORK

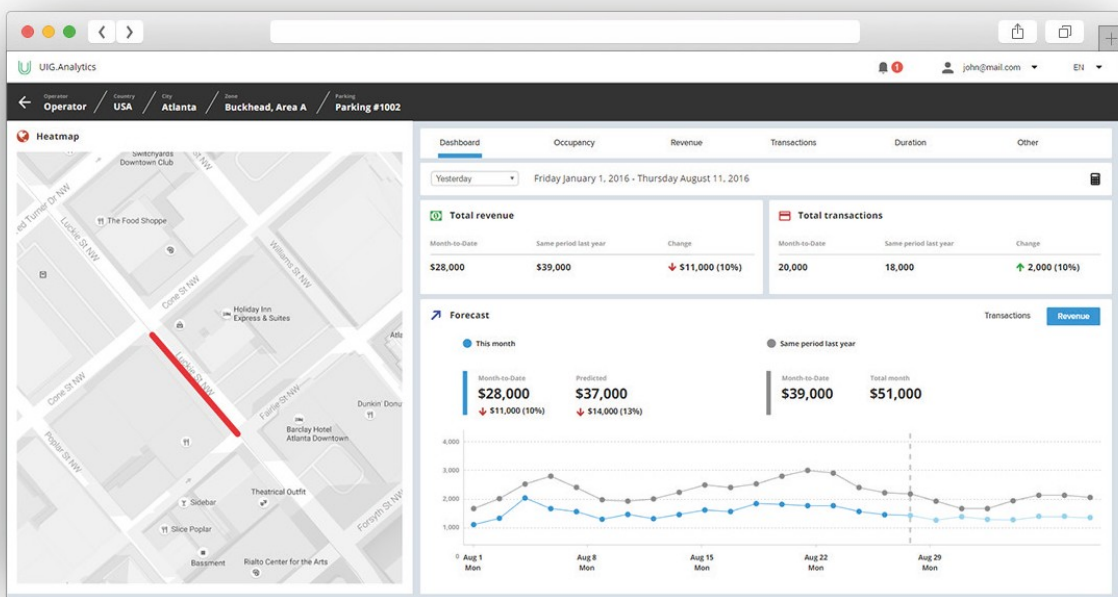
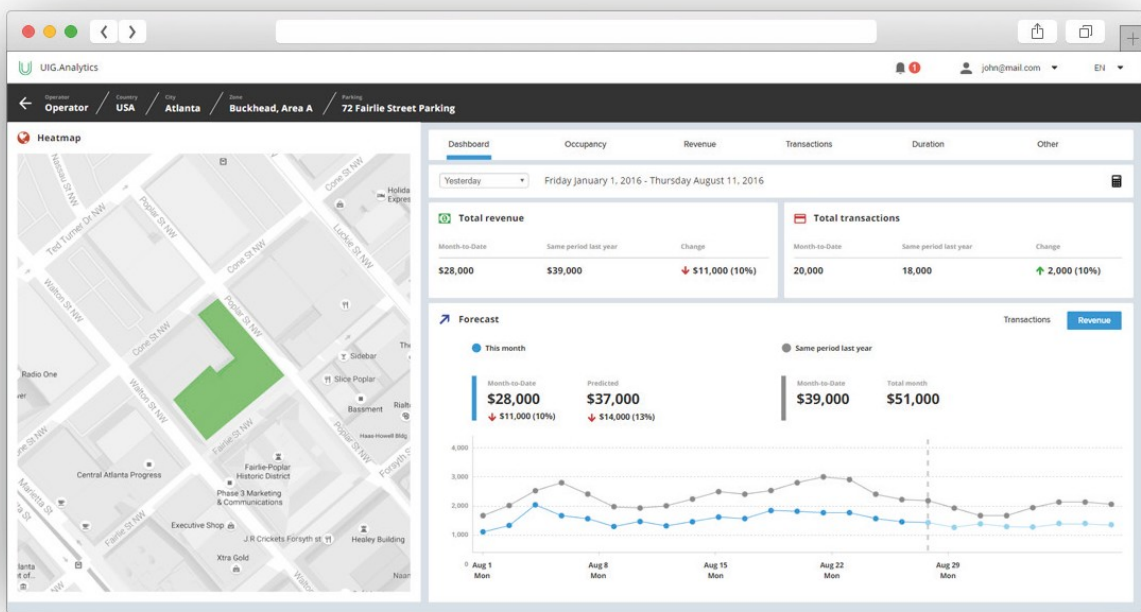
FORECAST FOR PARKING ZONES

Best-in-class Analytics – using transaction level data to provide accurate forecasting, the system automatically learns from and reacts to demand pattern changes, enabling informed recommendations to deliver maximum revenue and occupancy



SCOPE OF WORK

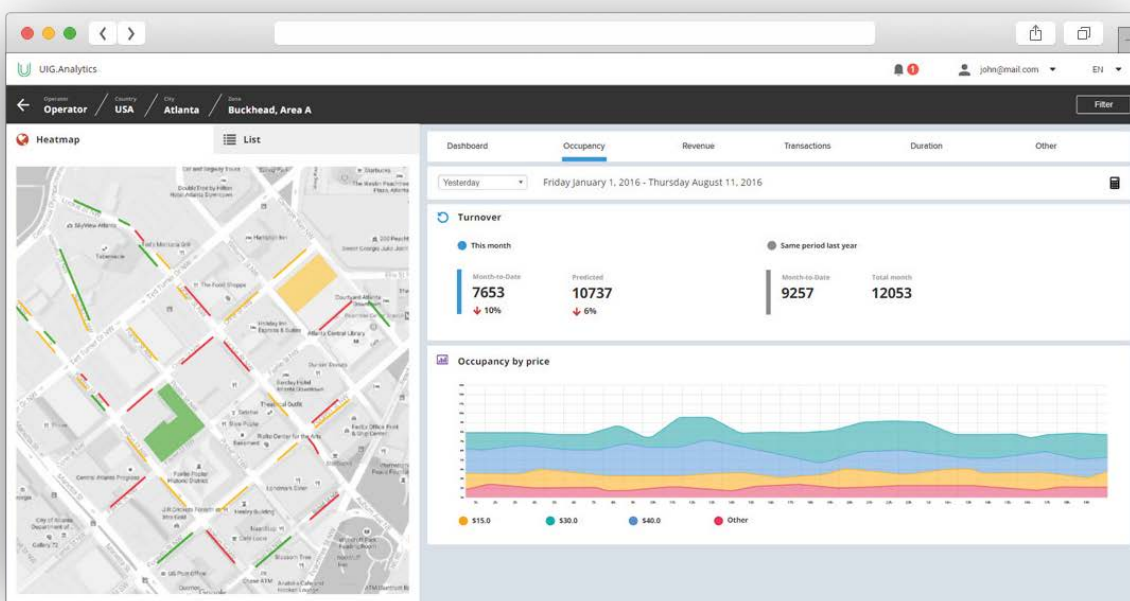
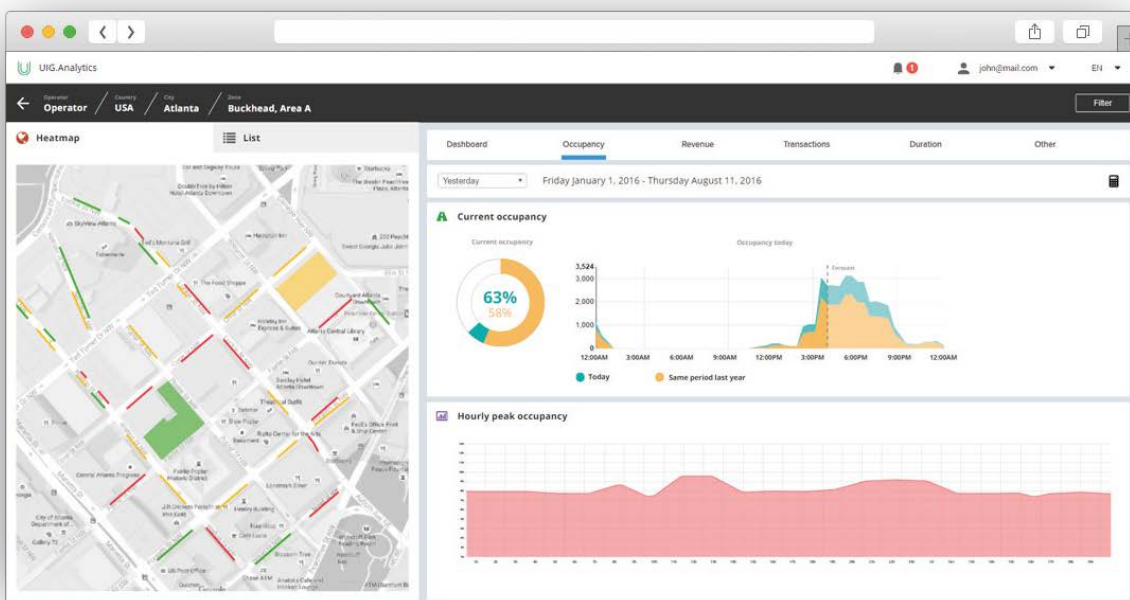
OFF-STREET AND ON-STREET FORECASTING



SCOPE OF WORK

OCCUPANCY FORECASTING

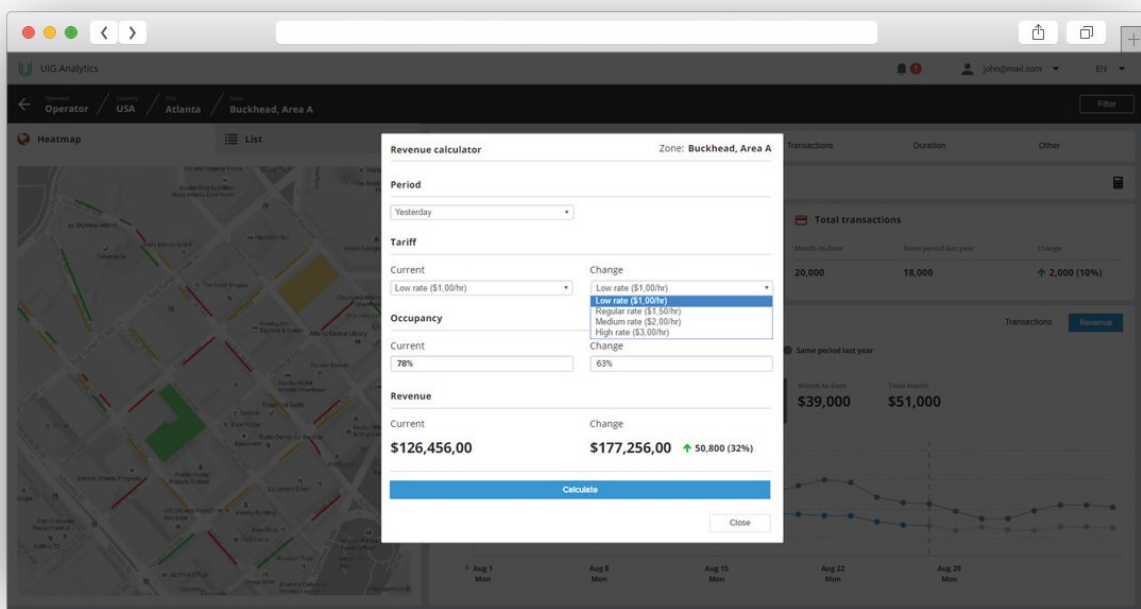
With the right approach and historical data, parking occupancy forecasts can go far deeper than manual processes and educated guesses, yielding new insights that elevate business performance. UIG forecasting algorithm creates a diagram for every minute of the day for each parking space. It generates parking spaces occupancy forecast with accuracy more than 90%.



SCOPE OF WORK

REVENUE ANALYSIS WITH UIG SCENARIO MANAGER

Demand Pricing – dynamically selects and recommends optimal rates for on-street parking zones (including progressing and dynamic tariff) or off-street parking zones and objects based on forecasted demand, arrival date, length of stay and more.



Data visualizations and dashboards – understand your business at a glance with actionable insight:

- Dashboard view – graphical dashboard views of key metrics.
- Performance map – quickly identify underperforming and maximized meters and assets across your parking plant.
- Personalize reporting – ability to view custom reports based on role and authorization level.
- Intuitive comparison – assess multiple reports side-by-side to recognize new patterns and guide decision-making.
- Get a snapshot of business trends and exceptions, and much more
- Powerful business forecast – in-depth business forecasting lets you drill down to almost any level of detail.
- Flexible reporting - custom and standard reporting features manage-by-exception functionality

PROPOSAL

CITIZENS PRICING

# of Parking Spaces	Reporting & Analytics
Up to 1,000	\$1.75
1,001-2,500	\$1.50
2,501-5,000	\$1.25
5,001 and up	\$1.00

As a preferred partner of ParkTrans Solutions and UIG, Citizens Parking will purchase the modules above for \$1/space/month/module.

APPENDIX A

WIRELESS SENSOR INTEGRATION



UIG platform allows integrating different parking sensing solutions into a single scalable System that allowed for different data sources to connect in a plug&play mode, being scalable and mainly based on software engineering techniques.

This system would:

- Offer drivers real-time assistance to find available parking spaces near them
- Know the occupation ratios for taking decisions about parking space vehicle occupancy and
- Provide useful information for disabled people who typically require more time to find free parking spaces.

NEDAP



LIBELLIUM



APPENDIX B

WIRELESS SENSOR INTEGRATION

NWAVE



STRIZH



STREETLINE



FYBR



WORLDSENSING



SMART PARKING





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(5) Smart-phone parking Apps

Passport Parking, Inc. (“Passport”), **Lanier’s** subcontractor for this offering, is pleased to present a mobile technology solution for the City of Delray Beach, FL (the “City”). Passport currently serves over 250 clients total, more than 35 of whom use the Citation Management Platform, including Omaha, NE; Salt Lake City, UT; and New Haven, CT.

As the largest provider of mobile applications for parking and transit in North America, Passport has the knowledge and capability to provide the most robust total platform to the City - from mobile payments to ticket issuance to ticket payments.

By working with the City, Passport understands the entire value chain including monitoring, citation issuance, citation appeals, payment, and collections. Passport platform is capable of handling massive amounts of transaction in real time, and is currently processes 500,000+ citations annually and processes over \$200 MM in payments annually. This technological superiority and attentiveness to customer services has yielded a 100% client retention rate while maintaining 95% of its contracts on a month to month basis.

Municipalities partner with Passport because of a commitment to creating a memorable user experience coupled with a backend platform to save operational time and cost while generating additional revenue. Passport is uniquely positioned to be the best provider for the City of Delray Beach due to the following success factors:

Fully Integrated Ecosystem

Passport’s entire suite of products is seamlessly integrated with its backend management portal, Operator Management (“OpsMan”). Additionally, Passport operates on an open API, meaning that it is able to integrate easily with almost any other software. Some of Passport’s key integrations include NLETs for scofflaw and DMV lookups and Genetec for LPR technology. Having the capability to control the entire system from one web-based portal will streamline all of the City’s parking management processes.

Future Proof

Technology changes so rapidly that it is imperative to choose a partner committed to the long-term success of the program. Passport strives to continuously deliver upgrades and enhancements directly related to improving the overall technology experience for all program stakeholders. Passport’s and the City’s interests are aligned to maximize yield and provide the best and most operationally efficient tools at all times.



Real-Time Enterprise Platform



The brain of Passport's suite of products is the backend management tool, Operator Management ("OpsMan"), which continuously aggregates data in real time. OpsMan gives the City a constant flow of data and complete control of the parking environment. OpsMan pulls data from the citation issuance software, OpsMan Mobile, which a City administrator may query and run reports on immediately. Knowing the full depth and breadth of the parking environment, the City will be able to make decisions backed up by daily, weekly, and monthly data trends.

The easiest way to use Passport's Mobile Payment for Parking platform is through the native iOS or Android app. Once a parker downloads the app from the Google Play or Apple App Store, they will only need to enter the zone number, space number, and a single piece of identifying information to begin a parking session. The parker does not need to register in order to use the app, but registering does streamline the process for the next parking session. A parker may pay using a credit or debit card, paypal, or a dedicated wallet. Additionally, certain parking sessions may be paid for by a local business in exchange for patronage.



Mobile Web

Even though the vast majority of Smartphone users use either an Android or Apple device, there are still a number of users with different operating systems. To accommodate all Smart Phone owners, Passport's Mobile Payment for Parking website is configured to run on a mobile web server, allowing anyone with internet access to pay using Passport.

IVR

In accordance with the ADA, Passport offers an IVR payment method that allows those with colorblindness or other disabilities the capability to pay for parking via the telephone. The parker will be prompted to provide specific information related to parking zone and space number. Once this information is received, the parking session will begin.

SMS

Passport understands that not every parker has a Smartphone; therefore, the Mobile Payment for Parking platform is configured to receive payment via SMS. The parker will be prompted to provide specific information to initiate and pay for their session from any cellular telephone.

Registration

Passport's mobile payment platform is the simplest, most robust mobile payment solution on the market. As the only provider using progressive profiling for registration, parkers register using only information needed at that specific point in the process, in contrast to populating an entire profile at sign up.



For example, Passport's platform only requires one piece of identifying information (phone number, email, or public Facebook profile) and a valid credit or debit card to pay for parking; payment card information is only requested once a transaction is initiated, in an effort to streamline the registration and avoid 'hang ups.'

Passport understands that most adopters of the system do so as they are about to purchase their first parking session, as opposed to planning in advance; therefore, Passport focused on making the registration process as quick and easy as possible. With just two clicks, Parkers can create their account using their public information on Facebook. Facebook login does not give Passport access to any other information or let Passport post to a parker's Facebook account. If a parker registers the first time they use Passport, each subsequent session will only require they enter a four digit pin.

Payment Options

Passport Parking accepts payments in the form of debit or credit cards, PayPal, validation codes, a prepaid Wallet, or through a corporate account.

Merchant Validation

Passport promotes local businesses by incorporating them into the downtown parking environment. Passport's solution allows merchants and retailers throughout the City to subsidize and validate the parking costs of its customers on all municipal metered spaces. The advantages of this feature are seen on every level: the City turns community leaders into advocates for the mobile payment platform, the business incentivizes parkers to visit their store fronts, and the parker has money put back in their wallet.

Research has shown that by offering merchant validation, a customer's duration in a store increases by 13%, parker satisfaction with the application increases, and more parkers adopt the mobile application as their primary means of purchasing parking.

To ease the burden on the City, Passport operates this program completely independently of the City's portal. When a business signs up for the discount program, the system will generate unique coupon codes, which the City can distribute to participating businesses. The City should recognize value immediately.

Coupons

Passport will create an online portal where merchants can purchase and generate coupon codes. While purchasing parking, the merchant may also choose to distribute the codes via email, text, or printed handouts in the store. The codes can be used prior to payment or retroactively, acting as a credit against the next parking session. Every code is unique and may only be used one time to prevent fraud and abuse.

Digital Wallet

Passport's Digital Wallet is the industry's only closed-loop system, lowering costs, offering more control, and increasing customer loyalty over typical card-present situations.

Passport's Digital Wallet provides the City's parking customers the ability to add and store prepaid funds in their account. When the parker pays using the Digital Wallet, the transaction is simply deducted from the prepaid account rather than being charged to a credit or debit card.



The key differentiator of Passport's Digital Wallet is that all merchant processing savings are passed on to the City. When a parking session is initiated, the money goes straight to the City's account. There is no waiting for funds or calculating receivable days. This stands in stark contrast to other mobile payment wallets that operate on open-loop systems, where software providers or escrow companies hold the funds.

	Option A Credit Card	Option B Closed-Loop Wallet
Number of Charges	10	1
Merchant Processing Fees	$(\$1 \times \$0.03) + \$0.30$ = \$0.33	$(\$10 \times \$0.03) + \$0.30$ = \$0.60
Total Transaction Fees	\$3.30	\$0.60
Funds Deposited to the City	\$6.70	\$9.40

Using Passport's dedicated wallet, the City can reduce merchant processing costs by up to 71%. What the City chooses to do with these savings is up to the City, but other cities have passed on these savings to parkers, increasing utilization and loyalty to the product. Promotional discounts, including waiving the convenience fee on wallet transactions, incentivize parkers to use the wallet, which further benefits the City's bottom line.

Extend Parking Remotely

After initiating a parking session, the parker is free to go about their day without concern for their parking session. When the session is 15 minutes away from expiring, the parker will be notified by their phone. Upon receiving this notification the parker has three options: (1) return to their car, (2) ignore the notification and risk a ticket, or (3) extend their parking remotely. Using the same method that the parker used to initiate the session, the parker may easily extend their parking session. The City can control how many times and for how long the parker may extend their time, ensuring that this convenience is not abused. The parker's credit or debit card is not charged until the end of the session, meaning that extending a parking session only incurs a single charge for the parker and a single merchant processing fee for the City.

At the end of a parking session, the parker's method of payment will be processed and a receipt will be generated. If the parker has not registered their account, they will be prompted to enter an email address to be sent a receipt. However, if the parker has registered their account, the receipt will be automatically emailed to them and available in 'Parking History.'

A registered account will have a menu option that tracks all parking transactions. From this page, the parker will be able to view and organize all parking receipts. If the parker needs to resend a receipt to them or a third party for reimbursement or accounting purposes, they will be able to do so from this page. The transactions are organized in the order they were received.



(6) Garage maintenance equipment

Lanier will be purchasing two (2) pressure washers each year to support the garage maintenance responsibilities. This will allow spot treatment immediately for stairwells and drive lanes.

(7) On-line payment of parking citation

Mobile Friendly

To increase the likelihood of payment and provide a memorable experience, RMCPay is mobile friendly. The webpage will automatically detect the device's screen size and adjust the user experience accordingly. For example, when a mobile device screen size is detected, a custom mobile drop-down menu is served to that violator, making it significantly easier to navigate the page. Additionally, on the mobile version, the violator need not scroll down to the bottom of the screen to send information to the system, the information will be returned merely by hitting "send" from the keyboard.

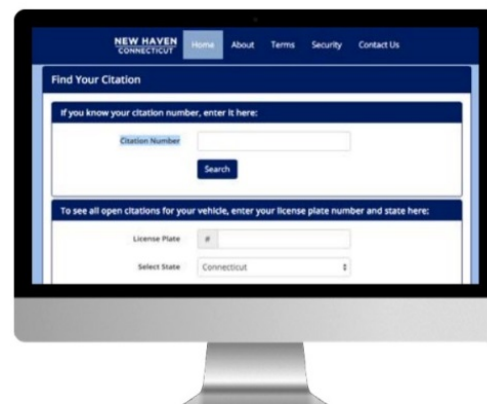
Citation Aggregation

When the violator visits the site, they will be prompted to look up the citation by either a license plate number ("LPN") or the citation number. Based on the LPN entered, the system will return all citations associated with that LPN. If the violator has multiple outstanding citations, they will be able to pay for all or a selected few of the citations at one time.

In addition to paying for all citations at one time, the violator will also be able to see details associated with each citation. These details include the street address where the vehicle was parked at the time of issuance, any photographs taken by the enforcement officer to support the citation, notes made public by the enforcement officer, the date of issuance, reason for the citation, vehicle make, any late fees, and appeals history. If the violator is marked as a scofflaw, RMCPay will alert the violator of this, explain the reason for the designation, the consequences of the designation, and how to reconcile your account.

Payment Process

After the violator has selected which citations to pay, they will be brought to a payment portal. To ease the payment process, Passport will prefill specific data, such as the billing address state. The violator can then pay using a credit or debit card.



Appeals Process

If the violator believes that they were issued the citation in error, they will have the option to appeal the citation through RMC Pay. The City has the option to allow violators to appeal. By simply clicking the “Appeal” button, the violator will be prompted to enter their reason for appeal, provide an argument, and upload supporting photographic evidence. When a violator appeals a ticket, the data input will be available immediately in OpsMan.

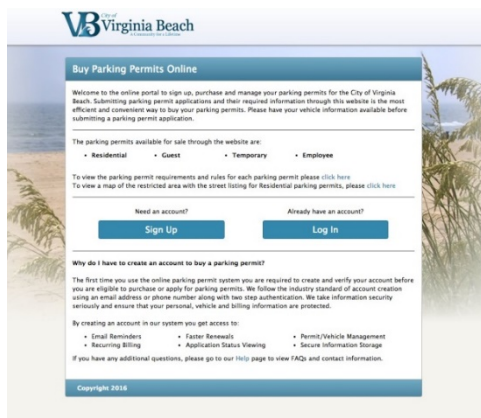
The data in OpsMan will be made available to that City administrator who is responsible for citation adjudication. If the municipal court system handles this process, the City can grant limited OpsMan access to the Clerk of Courts or other personnel as necessary. If the appeal is granted or the fine amount is adjusted, the City administrator need only update OpsMan and RMC Pay will adjust accordingly, in real time.



Customer Service

For those violators who do not have a smart phone, internet access, or otherwise cannot use the RMC Pay website, Passport also offers payment and support via a telephone. Passport will receive the calls, record the payment, and take notes, all of which will be documented in OpsMan. Any notes taken by the Passport Customer Support team will be forever attached to the citation. The call center will be staffed Monday-Friday to answer all inquiries from violators. The call center will also be available to answer any questions that any violator may encounter while using RMC Pay.

Passport offers a premium service, which is the ability to customize and brand a website for the City. Passport pioneered the private label movement in parking and transportation, and understands that every town is unique and the technology used should reflect that. Passport will build a website for parkers in the City to be able to purchase hourly or daily parking sessions, parking permits, and pay for parking citations through one portal.



Passport’s branded payment website will be branded across all communications, creating a higher level of awareness and increased utilization of the system. Passport’s solution allows the City’s name to stand out front and center.

Passport will partner with the City to create a unique website tailored to specific needs. Whether the City needs a standard solution branded in the City’s colors or a fully customized platform, Passport delivers best-in-class technology.



(8) Network security for all transactions and information

Passport is a payments processing company, and in order to do this effectively, security is the number one concern of everyone at Passport. Passport goes above and beyond required security measures to provide peace of mind to cities, parkers, violators, permit holders, and riders.

PCI-DSS Compliance

Any merchant that stores, processes, or transmits cardholder data is required to maintain payment security of that information. PCI security standards lay out the technical and operational requirements for software developers and manufacturers of applications and devices used in payment transactions. PCI Data Security Standards (PCI-DSS) provide actionable framework for developing a robust payment card data security process -- including prevention, detection, and appropriate reaction to security incidents.



Passport maintains PCI-DSS Version 3.1 compliance. No sensitive information is stored or transferred on the Passport database. The only information stored on the database are names, phone numbers, and email addresses. All credit card information is stored in an isolated card storage database. That data is encrypted and tokenized to reduce the risk of credit card fraud in the event of a breach.



SSAE-16

The Statement of Standards for Attestation Engagements (SSAE) No. 16 is the authoritative guide for reporting on service organizations. Using these standards, Passport is audited by an Independent Auditing Firm, which issues a Service Auditor's Report. The Report outlines the chain of control and risk associated with internal operations. Passport completes SSAE-16 audits annually for its mobile payment transactions.



Price Waterhouse Coopers

In addition to other security standards and audits that Passport regularly engages in, Price Waterhouse Coopers conducts ethical hacking on Passport's system yearly. PWC hackers attempt to break Passport's system, searching specifically for security flaws. Any issues that arise from this exercise are immediately relayed to Passport and fixed.



A-LIGN

Passport hires A-LIGN to assist in meeting specific auditing and security assessment needs. A-LIGN helps navigate security standards for credit card transactions and ensures that Passport continually meets and exceeds those standards.

Secure Socket Layer

Passport utilizes Secure Socket Layer (SSL) to securely transfer sensitive data between the application and servers. SSL is the standard security technology for establishing an encrypted link between a web server and a browser. This link ensures that all data passed between the web server and browsers remain private and integral. Passport only stores the name and email address of the parker, violator, permit holder, or rider on the application while all other sensitive data is stored on a secured, firewall protected server.

Gateway Provider

Passport is listed as a certified gateway provider on both Visa and MasterCard's national registries. Additionally, Passport is recognized as a sponsored service provider for both companies as well.

OpsMan

Internal security standards are managed through Passport's backend system, Operator Management ("OpsMan"). OpsMan restricts access to data via permissions defined by the City for the administrators. Roles can be created such that specific titles correspond to specific access permissions. Passport will only have access to the username (either email or phone number) of administrators for troubleshooting and customer support.

(9) Emergency network backup

Passport's servers are hosted by Amazon Web Services ("AWS"), a secure cloud services platform that stores databases and delivers content and functionality to its clients. Part of AWS's service offering is the implementation and maintenance of virus and security software. Using AWS and its suite of products, Passport is able to offer peace of mind to the City.

Database Storage

Amazon Relational Database Services ("RDS") houses Passport's database. RDS provides multiple advantages to Passport such as provisioning, patching, backup, recovery, failure detection, and repair. Using AWS and RDS, Passport is able to scale easily, which means that every one of Passport's clients' utilization can grow quickly and all at the same time without affecting the efficacy of the database.

Elastic Load Balancing

Multiple servers exist within the system, each with the capacity to host the entire system. Amazon RDS automatically creates a primary database instance, which is simultaneously replicated to a standby instance in a different Availability Zone ("AZ"). Each AZ runs on its own physically distinct, independent infrastructure, and is engineered to be highly reliable.

If a server becomes overloaded or fails, RDS performs an automatic failover to the standby instance. This means that the application can resume database operation without the need for manual intervention. Essentially, RDS protects the system from failure and the only potential lag time would be the amount of time it takes for the system to failover from one AZ to the next.



Database Backup

RDS offers automated backup, which allows for point-in-time recovery of Passport's database instance. RDS backs up the database and transaction logs and stores both for a specified retention period, meaning that Passport can restore its database instance to any second during the retention period, up to the last five minutes. Passport's entire database is backed up daily between 3:00-3:30AM EST, capturing all transaction logs. Each backup is saved for seven (7) days and will be able to recover all data and transaction logs up to the morning of the failure.

Database Snapshots

Amazon's Simple Storage Services ("S3") takes and stores database snapshots of the entire system. The snapshots are kept until explicitly deleted and are incredibly durable, allowing Passport to create a new instance of the database from the snapshot whenever needed or desired. These snapshots can be stored in separate AZs, giving an additional protection against any potential system failure or overload. Daily offsite snapshots are taken of the entire Passport database.

Passport guarantees that its solution will have a 99.9% uptime.

ix. Detail Proposer's strategies for the following services:

(1) Parking meter collections

We will collect the City's parking meters based on a schedule to be mutually agreed upon with the City of Delray Beach. We have budgeted and staffed our proposed operation; however, with the necessary collection personnel and shifts in order to collect the meters on an appropriate routine basis, subject to demand, based on our understanding of the RFP and visual observations of the City's footprint.

Subject to the specifics of each equipment manufacturer, whether for single or multi-space meter collections, we will follow the appropriate collections and revenue control protocol. Transactions will be linked to our entire revenue control system, which creates continuity and a complete picture. If a transaction is missing, the system allows the missing transaction to be identified and traced.

Lanier's stringent revenue control platform and corresponding procedures ensure that our Management Personnel and front-line team members have individual accountability for their work. In addition, Revenue Control for the City's operations will be assured through:

- Proper training and review of employees
- Consistent supervision both on-site and off-site
- A system of records designed to create an audit trail

We implement a cross-referenced series of procedures and reports detailing all revenue and traffic activity (optional). Our integrated system is specific to the parking industry, and can report standard and customized client information as needed. Complete budget information is maintained and used to analyze the monthly results of our operations.



Additional information on our revenue control procedures and associated protocol follows below.

(2) Collections accounting

Management of Receipts Collected by Shift

Lanier maintains a comprehensive system of internal cash controls on site and off. Maintaining the integrity of the City's revenue stream is our top priority. All on-site personnel will work with the General Manager and our corporate accounting staff to ensure that all accounting protocol is followed, and all accounting information is processed in accordance with Company and City of Delray Beach guidelines and requests. ***Standard operating procedures follow:***

- Revenues are recorded by revenue category, location and shift daily
- A complete audit trail of cash exists from ticket distribution to the final deposit in the bank
- Each Ambassador's shift report and tickets are independently reviewed, recorded and verified
- Unannounced random audits are conducted on all Ambassadors several times each week by the General Manager and administrative staff (Assistant Manager and/or Accountant/Bookkeeper)
- Daily revenue reports are prepared to document receipts by category and location
- Revenue reports are always supported by validated deposit slips
- Senior management reviews revenue reports on a daily basis. Executive management reviews reports weekly and monthly
- Monthly revenue reports are prepared by location, summarizing daily revenue by category. Actual revenues are compared to budget on a monthly and annually
- Management strives to anticipate budget variances and takes appropriate action.

Collections Platform from Passport

Delinquency Notices

Passport will customize a notification letter to the specifications of the City, which will be mailed to violators at set intervals of time. The City can create a different letter for each level of delinquency, with the fine amount increasing accordingly. During implementation Passport will configure the system to mirror the existing escalation and delinquency schedules.

As delinquent citations in the City near an escalation point requiring a mailed notice, Passport will send batch queries to NLETS and gather current mailing information for those VIN and LPNs. Passport's solution is a relational database, with the ability to tie similar records together utilizing LPN and VIN information.



In the event a vehicle owner has multiple outstanding citations, the system will automatically aggregate all records tied to that LPN and VIN. Should a violator's plate return new information from NLETS, Passport's solution will automatically update the owner information for all other outstanding citations attached to that LPN.

When Passport has confirmed the mailing addresses, OpsMan will automatically generate delinquency notices based on the number of days delinquent the citation is. These letters will be sent out automatically, relieving the City of the stress of stuffing and stamping envelopes. If payment is received after receipt of the delinquency notification, OpsMan will reconcile the account and stop sending delinquency notices to that violator.

Audit Trail

Passport's solution will automatically generate and print notification letters, in line with the City's escalation schedule. Each letter generated and mailed will be tracked in the system. The City can query current and outstanding violations. Each letter sent will be attached to the citation detail within OpsMan and the City can view a copy of each letter sent. Every citation has its own audit trail so that at a glance the City can see every action taken on that citation from the time of issuance to final disposition.

Operator Management ("OpsMan")

The brain of Passport's suit of products is its backend system, Operator Management ("OpsMan"). OpsMan puts all management and analytics tools into the hands of the City administrator.

System Configuration

■ **Chalking Setup**

Passport's Citation Management Platform will allow parking enforcement officers to digitally chalk vehicles. There are several ways in which the chalking can be configured, all of which are managed within OpsMan. Regardless of the method (zone-based, block-based, or address-based), that will be fully established prior to launch. After launch, if the City wishes to make changes to the chalking areas that will be done entirely through OpsMan.

■ **Integrations**

Due to Passport's open Application Programming Interface ("API"), integrations are easier and quicker. While Passport is implementing its product, it will also integrate with other necessary software to provide a seamless transition.

■ **Notification Letters**

Prior to launching the product, Passport will work with the City to create a template for notification letters. These letters will be automatically generated and mailed when a violator fails to pay their parking fine. A different letter will be created for each stage of delinquency and will fully comply with local and state regulations.

■ **Fine Escalation Schedule**

During implementation, Passport will configure the system to mimic the existing fine escalation schedule. If a fine doubles every 30 days without payment, OpsMan will automatically do the same, sending out a notification letter, and increasing the fine amount in OpsMan for accounting purposes. If the City ever changes this schedule, it will be able to do so from within OpsMan.



System Transparency

■ **Route Tracking**

City administrators will also have access to a route tracker to keep tabs on all parking enforcement officers. An administrator may either monitor the parking enforcement officers in real-time or see a replay of a given day, to ensure that everyone is staying on track and to plan routes more efficiently. These two tools combined will allow a parking management operation to work smarter rather than harder.

■ **Complete Control**

OpsMan puts all of the control into the hands of the City. From this backend system, a City administrator will be able to add time to make adjustments to citations and permits. Administrators will be able to manually adjust citations, fine amounts, reconcile accounts, add notes, and reprint citations. For all platforms, administrators will have the ability to update information including names, vehicle information, and LPNs. As an added layer of transparency, every adjustment made in OpsMan is time stamped with the username of the administrator making the adjustment as well a date and time.

■ **Reporting**

OpsMan aggregates data from all other platforms (Passport app, OpsMan Mobile, and RMCPay), allowing City administrators to access and analyze data in real time. OpsMan comes with certain predefined reports, but all data may be exported to Excel, giving the City even more control over management of the system. All reports can be manually run or scheduled to run in the future. Pre-scheduled reports can be set to run on a recurring or one-time basis.

■ **Predefined Reports**

OpsMan is configured to run reports on a myriad of topics and facets related to the entirety of the City's parking environment. In running these reports, the City may choose the time frame, being as broad as total transactions and as a specific as a given day. OpsMan will come with the following reports ready to be run on the following topics:

Limited Administrative Access

Knowing that different roles and administrators have different data needs, Passport created OpsMan to easily limit access. The main City administrator will have access to all data and be able to easily manage different access levels. These levels can range from having access just to financial information for the City's accountants, whereas parking enforcement officers only need access to citation issuance reports. The City's adjudicators of citations can have access to the actual citation as well as appeals data and be able to update the status of an appeal as well as the fine amount. All of this is possible in OpsMan and is within the full control of the main City administrator.



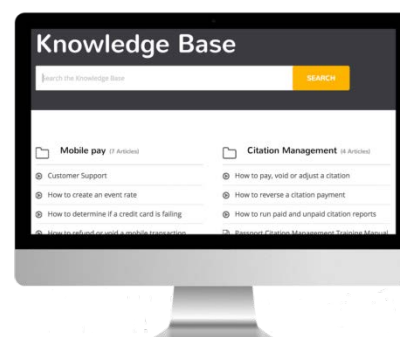
Customer Support

- **Live Chat Support** - Passport will offer live support, via the telephone, for any technical issues that the parker may encounter. However, when the parker has questions or issues with the actual parking structure, they will be directed to contact the City. To manage this influx of calls, Passport created a live chat support function between the parkers' app and OpsMan. City administrators will be able to speak directly to parkers and solve problems, from any location with internet access. This improves the parker's experience using the application and it releases the City from tying customer service to a particular call-center location.

Client Success

- **Knowledge Base** - Knowledge Base is an online repository of training videos, online forums, and training materials, all of which are updated along with the software.

Using Knowledge Base, City administrators will be able to chat with other OpsMan administrators in other cities to work through common problems; watch short training videos on new and old functionality; and access training manuals for each of Passport's products.



Passport's Client Success Managers ensure that this information is updated regularly. If, for whatever reason, Knowledge Base does not address the City's concern, the Client Success Manager is always on hand to resolve issues as needed.

Client Care

After contract execution, the City will be managed by Passport's Client Success team. This team is made up of the Client Success Manager and a Client Care Associate. The Client Care Associate is devoted solely to the technical support of the City. Having a dedicated technical support line and representative ensures that the City receives the best service in a timely manner.

The City will be able to contact the Client Care Associate 24 hours a day, 7 days a week via email and during regular business hours via phone. Regardless of method of communication, all issues will be resolved in accordance with Passport's backup procedures, which prioritize problems by the impact of the issue. The Client Care Associate will be in constant contact with the City throughout the resolution of the problem.

All technical and operational support items should follow the outlined procedure:

Email: help@passportinc.com Include the nature of the issue and any background that would be helpful in resolving the identified item.

Phone: Immediately call 980-939-0990

The on-call team will respond to inquiries and take appropriate action.



(3) Processing of all monies collected

Security of Money

All monies collected must be kept in a safe and secure environment during normal operating hours as well as after hours. Separate security precautions have been developed for “operating hours” and “after hours” storage of funds, if applicable.

Operating Hours

1. Monies are to be kept in a lock box at all times throughout the day and are to be out-of-sight of customers at all times throughout the day
2. When the party responsible for monies is temporarily away from their desk, monies are to be stored in a secure lock box and either placed in the employee’s locked desk Manager.
3. Monies collected throughout the day are to be logged at the time of receipt on the proper transaction log

Upon day’s conclusion, the employee is to balance their monies collected to the proper transaction logs, as follows:

- Monies are to be deposited in the proper account by management (or designated employee)
- Employee’s actions throughout the day must be evaluated to determine if negligent
- Supervisor or management must audit responsible employee’s bank and transaction logs
- If monies remain unbalanced, management is to contact Senior Management
- If unbalanced funds are not reported to the direct supervisor and/or management, the responsible employee may receive disciplinary action and/or termination

After Hours

1. Only if applicable, all monies collected, verified and not deposited are to be given to management for overnight storage
2. If monies are coins from the cash registers or pay stations, each denomination is to be bagged/tied separately and stored in the safe overnight
 - Inventory of coins are logged onto the “Coin Count Log”
 - If pay stations are collected, cash should be deposited the day of collection
 - If unable to be deposited, Senior Management must be contacted prior to the end of business day
 - Cash is logged onto the “Safe Log” form for record keeping purposes
3. If monies are from the sales of permits or miscellaneous revenue (events, movie shoots etc.), the monies should be placed in a “bank bag” or lock box and placed into the safe for immediate deposit or overnight storage, then logged.



4. After all monies are placed in the safe for overnight storage, management or designee is to secure the safe room by activating the safe room alarm
5. At the beginning of the next business day, management is to pull all funds to be deposited from the safe and verified by the employee responsible prior to the deposit being made

Banking of Revenues Collected Daily

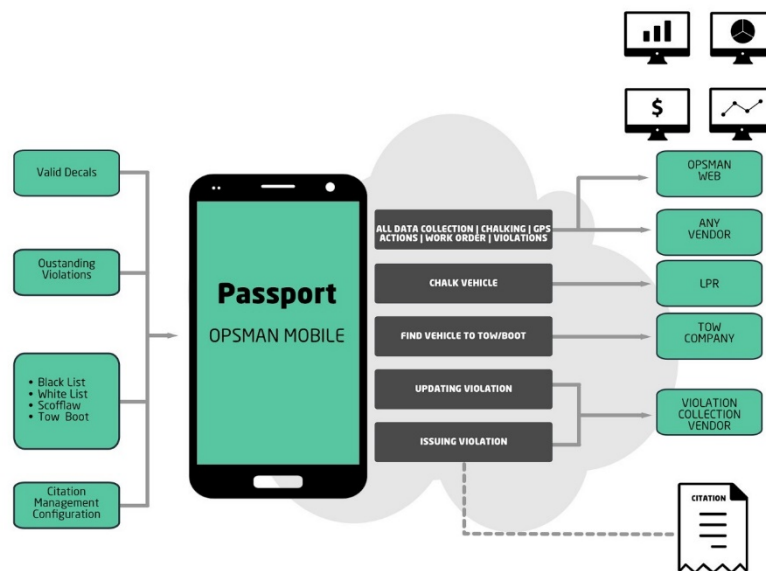
In accordance with our standard operating and revenue control procedures for the management of receipts collected by shift (as outlined above), customer transactions are accounted for, reconciled through our reporting system, deposited into the City's designated bank account on a daily basis, and summarized in daily, weekly, monthly and annual reports to the City.

Revenue reports are always supported by validated deposit slips, which also become part of our audit trail.

(4) Citation management

Lanier and Passport understand that a transition to a new platform comes with multiple variables and high stakes. When it comes to such an important revenue stream for the City's budget, the City cannot afford to trust a supplier without the proper expertise to complete this process and facilitate a seamless transition with zero loss of data. **Lanier** and Passport are expert at transitioning municipalities from a prior vendor's services to their own, intuitive platform, including associated systems and data.

Passport's citation issuance platform, OpsMan Mobile, is a cloud-based application built on the Android operating system, which is dually advantageous to the City: updates do not require expensive hardware retrofits, nor does it take weeks for the store to approve each update as other handhelds and Apple does. In the last year, Passport updated its issuance software more than 50 times, pushing each update to the system in a matter of hours or days, depending on the needs of the City.



Standard Functionality

Custom Configuration

During the implementation process, Passport will configure OpsMan Mobile to all state and local regulations related to moving violations. This includes customizing the codes associated with each cause of action.

PEO Specific

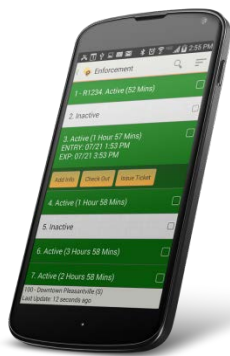
Each parking enforcement officer will have a unique username and password, which they will be required to enter at the start of every shift. When logged into the system, the officer's name will automatically populate in OpsMan when issuing citations, creating a more efficient issuance process.

Solution Wide Access to Data

Unlike other providers, Passport's solution will share data and information across all devices running OpsMan. All information is updated in real-time, giving every officer in the field a full picture of what is happening. For instance, when one parking enforcement officer chalks a vehicle, a second parking enforcement officer can issue the ticket after the allotted time has passed.

Dynamic Search

To further simplify the issuance process, OpsMan Mobile is completely dynamic. When a parking enforcement officer is checking a license plate number ("LPN"), as they enter each digit, the pool of LPNs that have paid to park diminish. Therefore, the parking enforcement officer may only need to enter in a couple of digits before confirming whether the parker paid for their session, which allows the officer to check plates



Black and White Listing

OpsMan Mobile can be configured to alert the parking enforcement officer if the LPN is registered to a vehicle that either should not be issued a citation or requires additional actions. If an LPN is registered to a state or municipal government official, that LPN can be listed in OpsMan Mobile as not being eligible for a citation. The City will have access to control this list through OpsMan and can limit administrator access to the list to prevent misuse.

Aside from scofflaw and boot and tow warnings, which are automatically incorporated into the Citation Management Platform, the City can also request warnings for other criminal actions. For instance, stolen vehicle warnings, tax evasion, and arrest warrants.

In Field Reporting

OpsMan Mobile gives each parking enforcement officer the ability to report incidents from the field in real time and support those incidents with photographic evidence. If a parking enforcement officer notices a sign that has been vandalized or a malfunctioning parking meter, they will be able to take a picture of the issue and report it. OpsMan Mobile updates in real time to OpsMan, giving immediate notice to the appropriate City administrator.



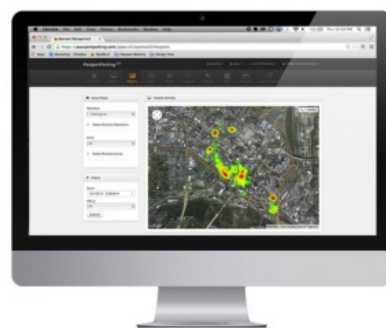
Passport also integrates with Genetec for LPR technology and can pull data from Genetec into the Citation Management Platform. This feature allows the City to improve the efficiency and speed of a single parking enforcement officer in a car outfitted with Genetec's automatic license plate recognition ("ALPR") cameras. Integrating LPR technology with Passport's suite of products, the City can quickly scan license plates and gather all pertinent information associated with that license plate number ("LPN").

Data Collection

Passport's platform is more than just a citation issuance product; it has the capacity to collect, compile, and distribute data to create operational efficiencies. Passport collects data in real-time from OpsMan Mobile. That data is compiled in the backend system, OpsMan, allowing tickets to be accessed immediately from any web browser by using the LPN, driver's license number, or citation number. The aggregated data can then be pushed to towing firms, municipal courts, and LPR systems to streamline the enforcement process.

Heat Mapping

To give the City a better understanding of the parking environment, City administrators will have a heat map to visually represent the data collected from OpsMan Mobile. Using these heat maps, the City will be able to tell where parking enforcement officers are which areas of the City receive the most citations, the density of parking areas in the city, and a lot more. Passport's in-house development team continues to innovate this feature at the requests of each of its clients.



Issuance

■ **Chalking**

OpsMan Mobile allows parking enforcement officers to electronically chalk vehicles. Chalking can be accomplished in one of three ways. The first is a blocking system, which takes note of which cross streets a vehicle is parked between. If the vehicle's cross streets do not change between the times that a parking enforcement officer passes the vehicle and the time in between passes is greater than the allotted free parking time, the parking enforcement officer will be prompted to issue a citation.

The second option is address based, where the parking enforcement officer will enter the address of the building that the vehicle is parked in front of. If the vehicle is still in the same area after the allotted free time, the vehicle will be eligible for a citation.

The third option is zone-based and builds off of pre-created zones throughout the City. Using zones already created for citation issuance (or adding zones specifically for chalking purposes), the parking enforcement officer can select a zone to indicate where the vehicle is located. When the parking enforcement officer passes through the zone again, they will be able to verify whether the vehicle has surpassed the allotted time.

Unlike other providers, OpsMan Mobile shares information across all parking enforcement officer's devices. Therefore, if a parking enforcement officer chawks a vehicle and then a second parking enforcement officer passes the same vehicle several hours later, the second officer will have access to the first officer's chalking data.

■ Citation or Warning

OpsMan Mobile gives the parking enforcement officer the option of choosing to issue a citation or merely a warning. In either instance, the data related to the vehicle is returned and stored in OpsMan.

Scofflaw and Boot & Tow Notifications

Passport is integrated with Nlets' 50 state vast network of law enforcement data. Through this integration, OpsMan Mobile is able to instantly pull data associated with an LPN, including scofflaw and boot and tow information.

OpsMan Mobile will alert the parking enforcement officer if an LPN is associated with a scofflaw. If the LPN does return a positive scofflaw alert, they will be prompted to take appropriate action, such as booting or towing the vehicle. The City can also grant limited OpsMan access to a designated towing company or the administrators responsible for booting, so they will have access to the data and can take action immediately. With this limited access, the towing or booting administrator will be able to tag a vehicle as "booted" or "towed" in OpsMan, which will also update to OpsMan Mobile in real time.

Autocompletion

To speed up the citation issuance process, OpsMan Mobile will autocomplete all data fields where there is a previous citation stored in OpsMan. When an officer enters an LPN into OpsMan Mobile, the system communicates with OpsMan, which queries the database for information related to that LPN. If that LPN has been issued a citation in the past, OpsMan will send all data back to OpsMan Mobile and autofill all vehicle information in real time.

Real Time Uploading

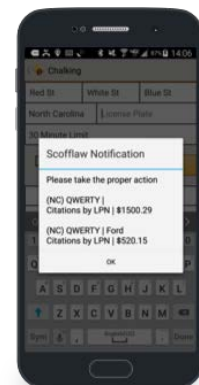
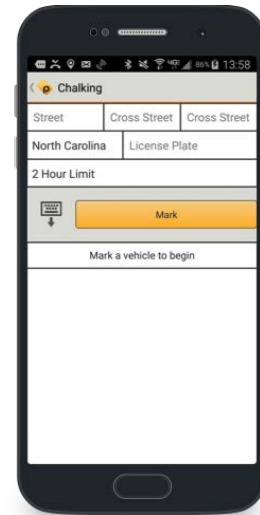
Passport's cloud-based SaaS model means that all data is shared across all platforms and devices in real time. Immediately upon issuance the violator will be able to pay the citation, City administrators will be able to collect payment, and the data will be aggregated in OpsMan.

Photographic Evidence

Unlike other providers, OpsMan Mobile's camera feature is a truly intuitive user experience. The camera will remain available from the moment it is opened, until the parking enforcement officer closes it, whereas other systems close the camera function after each picture is taken. Additionally, OpsMan Mobile's camera function includes a thumbnail preview of the previous picture and keeps an accurate count of the number of pictures already taken for that citation.

Offline Issuance Capabilities

In order to log into OpsMan Mobile, the system needs to be connected to the internet. However, if the parking enforcement officer is in an area with limited or poor connectivity, they will still be able to issue citations. The parking enforcement officer will follow the same process to issue a citation offline, and when that parking enforcement officer enters an area with connectivity, any citations written with poor connectivity will automatically batch and update to OpsMan.



Hardware

Samsung Galaxy Mobile Phone or Tablet

OpsMan Mobile is available on any Android device and may be downloaded from the Google Play Store at no cost. The City may use any mobile device with an Android 4.4 and up operating system, however, Passport strongly recommends the use of Samsung Galaxy Note 4 and up or Samsung Galaxy S suite of products, S4 and up. If the City would prefer, Passport will procure and set up the phones and printers prior to shipping to the City to streamline the process.

Zebra iMZ320

Passport recommends that the City use OpsMan Mobile in conjunction with a Zebra iMZ320 Bluetooth printer. These printers cost \$600.00 each, are lightweight, durable, and easily available. Passport will provide the first three printers to the City free of charge and the connection to the Android devices will already be established. Passport designed OpsMan Mobile with these printers in mind and as such, the integration between the two is unparalleled.

The City also has the option of purchasing accessories to enhance the parking enforcement officer's user experience. For instance, shoulder straps, cases, and remote charging stations are all available for purchase through Passport.

Reprinting

The combination of OpsMan Mobile and a Bluetooth printer allows the parking enforcement officer to reprint citations in the field. If a printer runs out of paper, jams, the citation is ripped or blows away, the parking enforcement officer will easily be able to reprint the same citation without having to re-enter information.

Paper

Each citation will be printed on high quality, weather proof, poly-thermal, preprinted paper. Passport will customize the front of the citation to include the City's name, the RMCPay website, which values need to be printed, the layout, barcodes, and other stylistic requirements. The City may choose to customize the back of the citation, including information related to payment options and the appeals process.

End-User Experience

Passport's solution not only offers the City a best-in-class citation issuance platform, it also provides an extremely convenient end user experience. After a parker is issued a citation, they become a violator, at which point they have two options: appeal the citation if the City allows or pay the citation. Passport's Resolve My Citation ("RMCPay") feature allows the violator a single platform to accomplish both of those tasks.

RMCPay is a custom-branded website bearing the City's colors and seal to match other government websites and provide continuity to the City's operations. RMCPay draws from data stored in OpsMan and updates in real-time, as OpsMan.



Seamless Rollout

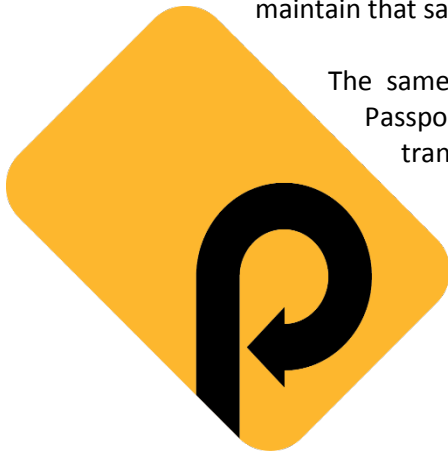
On the citation management front, a preliminary export (dry run) is run on the data to be uploaded from the previous vendor into Passport's platform. This dry run is done to encompass the migrated information and ensure that it is functioning correctly prior to the full import being completed during the scheduled conversion. Existing citations are exported into reports and formatted to fit into the new system. During the full conversion, Passport imports all existing data from most to least recent until the full library of historical data has been imported.

Through experience, Passport has refined the process for a smooth transition. The process is as follows:

- Passport fully reviews all data exported for custom fields and citation status that needs to be converted. **All conversions will occur on the weekend so as not to disrupt current operations;**
- Pending appeals will be reconciled in the new system;
- Passport will leverage the City's existing DMV lookup data, including holds, to ensure the most up-to-date system;
- All outstanding DMV requests will be converted into the Passport system; and
- Any leftover actionable tasks are completed in the existing system prior to transition to either be closed or cleanly imported into the new Passport system.

Throughout the conversion to the Passport system, citation data from the previous provider will seamlessly transfer. For instance, a citation that has a status of "Open", "Closed" or "Escalated" will maintain that same status in OpsMan.

The same is true for DMV hold status and any notes associated with a citation. Passport will handle any other conversion-related issues that may arise during the transfer as well, making the conversion painless for the City and the end user.



Passport

Steps to Get the City Started on Passport

Working Groups:

- Passport will establish a working group to ensure that all key stakeholders are kept abreast of any updates.

Configuration:

- Passport will configure the administrators using the system based on appropriate permissions for each department or function.

Set up Rules:

- Passport will setup all citation types, escalation schedules, and other rules as defined by the City.

Fleet Management:

- Passport will work with the fleets to setup new management accounts in the system.
- Rental car agencies will be informed about the new operations and what it means for them.

Printer Paper:

- Passport will reformat the stock citation layout to meet the needs of the City prior to transition.
- Passport can customize not only the layout, but also the paper itself to be branded for the City.

Go Live!:

- Up until the Go Live! date, the City will use its previous system with business operating as usual.
- At the Go Live! date, Passport will switch everything over to the new system, lockout access to the old system, and run everything through the new system.
- Passport will import all old citations into the new system and switch the payment method to the Passport's payment portal, RMC Pay.
- All exported and imported data will be configured to match perfectly, providing a seamless switch to the end user.
- All IVR payments will be switched to the payment portal.
- Any new citation issued from the Go Live! date will be housed wholly in the Passport system.

Lanier and Passport understand that no two cities are exactly the same and have transitioned cities from several other providers to the Passport system. The transition to Passport can be configured to the City's unique needs. Passport can transfer the entire platform, including issuance, collections, lockbox integration; or only a limited platform such as citation issuance only.

With a dedicated team and a proven plan, **Lanier and Passport stand ready to provide a powerful platform and seamless transition** for Citation Management to the City.



(5) Parking enforcement

We have already addressed this topic above, but want to share with the City that our philosophy in enforcement (the way we enforce your City's ordinances as Ambassadors) is every bit as important as the protocol we use to issue citations. Here's why: Parking enforcement is designed to promote safety, benefit central business districts and expedite traffic flow.

For citation issuance programs, it is important for our Senior Management team and Subject Matter Experts to work closely with the City to develop very specific requirements and procedures for how to and when to issue a parking citation. The parking enforcement officer is the most visible employee of the program. It is vital that the parking enforcement officers conduct themselves in a professional manner at all times when in the field. **Lanier** has established a minimum standard of behavior for parking enforcement officers to adhere to and we are proud of our strong track record of hiring and putting in place reliable staff that can be trusted with collecting, counting, and depositing our Client's funds:

- Provide as many management efficiencies as possible — **Lanier** will effectively manage the parking operations while maintaining clear separation between operation and revenues.
- On-site management personnel are required to make a bi-monthly operational review presentation updating the appropriate **Lanier** executives on your operation. Successes, challenges and new strategies are discussed at length.
- Area managers will make multiple visits, announced and unannounced, for planning and quality control purposes.
- Lanier executives and senior manager will make bi-monthly unannounced visits/inspections of your operations. In addition, these executives will work with the Lanier site team to develop strategic planning initiatives to present to the City and the appropriate team members.



Effective Parking Enforcement:

- Reduces the incidence of parking situations, which are hazardous and could cause injuries or loss of life such as:
 - Cars parking too close to intersections causing reduced visibility of motorists and pedestrians
 - Double parking which presents roadway obstacles and narrows the usable width of roads causing side-swipe or rear-end accidents
 - Blocking fire hydrants causing fire fighters to lose precious time hooking up hoses



- Increases the availability of short-term parking spaces for customers, clients and businesses by discouraging parkers from monopolizing scarce on-street parking spaces. This increases revenue for businesses by providing the perception of consistent, available parking for customers and clients. Effective enforcement ensures that loading zones are available to those that need them for the loading and unloading of supplies
 - Decreases traffic congestion in the central business district by reducing incidences of:
 - Cars parking in rush hour lanes
 - Cars parking too close to intersections preventing vehicles from turning

(6) Overall management of parking facilities to include street-side, surface and parking garages

We have identified several cities for which we currently operate and additional references to address our experience in overall management of parking facilities that include street-side, surface lots and parking garages.

Without repeating that information here, please note the following: ***Lanier** will work with the City of Delray Beach as its partner to:*

- Provide high level operational and customer service training for personnel on an ongoing basis.
- Take an active role in educating, informing, and assisting residents and visitors to ensure they become familiar and comfortable with the parking program.
- Streamline parking operations through establishing and maintaining high operational standards.
- Recommend equipment options to enhance the parking program, improve all levels of customer service, increase revenue controls, and reduce operating expenses.
- Deliver a professional parking enforcement program that focuses on customer service and benefits the city's residents, visitors, and local businesses.
- Develop specific procedures and requirements for issuing and collecting parking citations.
- Evaluate parking rates to maintain competitive pricing and increase revenue.
- Develop a consistent and preventive maintenance program that reduces expenses and increases revenue by ensuring equipment is maintained and functioning properly.
- Establish designated patrol routes specifically to support the community's needs.
- Provide the expertise to make a smooth transition to Lanier Parking.
- Provide you with the options, tools, and expertise for increased efficiencies, growth and streamlined services.
- Provide supporting services that includes Advanced Technology, Web-Based Accounting and Internal Audit Controls, HR Support, Training, Quality Assurance and Risk Management.

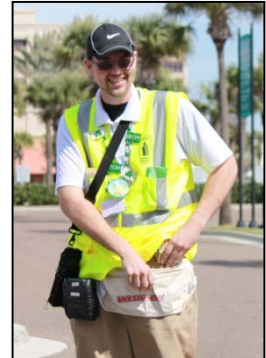


(7) Managing special event parking

Approach to Peak and Special Event Parking

Lanier's nimble approach to scheduling and logistics will greatly assist in accommodating Peak periods and Special Events taking place in and around each facility. We have vast experience running peak and special event parking and transportation dynamics for similar municipal parking programs, and have worked closely with our public sector clients and local businesses to satisfy the demands of peak periods and each individual event.

Lanier takes a proactive approach to ensure all management personnel and scheduled staff members are knowledgeable regarding what drives peak demand and/or an actual event, in the parking lots and/or the surrounding area(s). Staff meetings will occur regularly and the General Manager will be on duty during all such periods and events.



(8) Scheduling staffing for special events

Staffing levels will remain flexible depending upon the dynamic, event and/or emergencies. Communication between **Lanier** and the City, including the various jurisdictional City Police and Fire Departments, will be constant before and during such peak periods and events. Protocol includes:

- **Lanier** will develop and implement a successful peak period and special event program for the City where individuals and entities have the ability to visit any of the parking facilities in the program and conduct business accordingly (*if applicable*) without concern for capacity.
- Our management team will review event calendars and hold monthly meetings to discuss future events taking place in and around each facility. During particularly high profile events, a member of **Lanier's** upper management team shall help oversee all operations and act as a special liaison if the City so desires.
- **Lanier** personnel will continuously evaluate rates relative to demand to maintain competitive pricing for special events.

Event Ambassadors

Lanier can schedule event Attendants and Ambassadors to assist visitors and residents and direct them to the proper parking facilities and/or general area within a given locale.

(9) Implementing operational controls for handling monies, including for special events

We have addressed this question at great length in various sections of this proposal, so we will not reiterate all of that information here, but draw your attention to the most relevant and critical protocol associated with operational controls for handling monies.



Security of Money

All monies collected must be kept in a safe and secure environment during normal operating hours, as well as after hours. This includes drop safes and other secure and approved revenue storage methods in the field (to be further discussed with the City to better understand its preferences for site-specific protocol, if applicable). Separate security precautions have been developed for “operating hours” and “after hours” storage of funds, as may be applicable. The same protocol applies for special events.

Operating Hours

- Monies are to be kept in a lock box at all times throughout the day and are to be out-of-sight of customers at all times throughout the day
- When the party responsible for monies is temporarily away from their desk, monies are to be stored in a secure lock box and either placed in the employee’s locked desk Manager.
- Monies collected throughout the day are to be logged at the time of receipt on the proper transaction log

Upon day’s conclusion, the employee is to balance their monies collected to the proper transaction logs, as follows:

- Monies are to be deposited in the proper account by management (or designated employee)
- Employee’s actions throughout the day must be evaluated to determine if negligent
- Supervisor or management must audit responsible employee’s bank and transaction logs
- If monies remain unbalanced, management is to contact Senior Management
- If unbalanced funds are not reported to the direct supervisor and/or management, the responsible employee may receive disciplinary action and/or termination

After Hours

- Only if applicable, all monies collected, verified and not deposited are to be given to management for overnight storage
- If monies are coins from the cash registers or pay stations, each denomination is to be bagged/tied separately and stored in the safe overnight
- Inventory of coins are logged onto the “Coin Count Log”
- If pay stations are collected, cash should be deposited the day of collection
- If unable to be deposited, Senior Management must be contacted prior to the end of business day
- Cash is logged onto the “Safe Log” form for record keeping purposes
- If monies are from the sales of permits or miscellaneous revenue (events, movie shoots etc.), the monies should be placed in a “bank bag” or lock box and placed into the safe for immediate deposit or overnight storage, then logged.
- After all monies are placed in the safe for overnight storage, management or designee is to secure the safe room by activating the safe room alarm
- At the beginning of the next business day, management is to pull all funds to be deposited from the safe and verified by the employee responsible prior to the deposit being made



(10) Marketing and public relations

We talked at length regarding our approach to Marketing and Public relations earlier in the proposal. We now direct your attention to the importance of branding and way-finding as a means to enhance the City's parking operations, as no parking program is complete without a world class brand.

Signage and Graphics

The City of Delray Beach parking program (Park Delray Beach - TBD) will serve first-time customers daily, many of whom may be unfamiliar with the City's layout and parking destinations. These customers require signage that provides information in proper sequence that is clear, concise and simple--making the parking system "user-friendly" is critical to a successful parking program.

The overall objective of the City's sign program should be to provide informative messages to drivers and pedestrians, compatible with customary uniform universal signs, including color-coding and symbols. Accordingly, **Lanier** engaged our in-house graphic artist, Morgan Phillips, and familiarized our entire team with the history of Delray Beach.

It is also important for the signage to be visually appealing to the Downtown environment and easily identifiable for both residents and visitors. Additionally, creating a consistent signage package throughout the City is a simple, yet effective way to improve the overall brand of the City's parking program. Every sign should be visible and have a consistent look which conveys clear and concise messages--displaying visible information concerning the City's parking regulations and locations.

Please see our illustrations on the following page for your consideration!





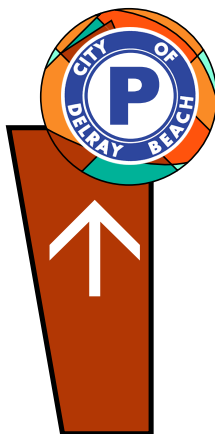
Proposed Parking Directions Wayfinding System

Preliminary Concepts

**LANIER
PARKING**



Signs Positioned at key entry points





Signs Positioned at key street locations



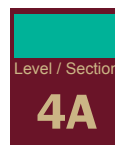
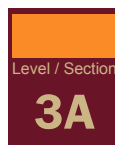
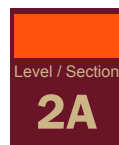
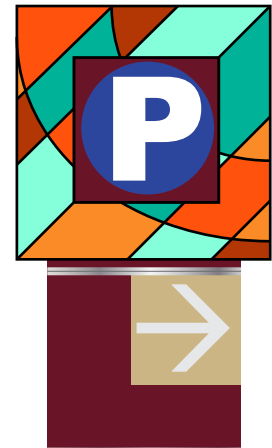


Proposed Parking Directions Wayfinding System

Preliminary Concepts

Presented by

LANIER
PARKING





Proposed Parking Directions
Wayfinding System

PORTABLE SIGNS

Presented by

LANIER
PARKING



Easy sign change
~New Rates
~Special Events
~Seasonal



(11) Customer service and issue resolution

Lanier believes the key to outstanding customer service is making sure that our employees are treated fairly and have the right tools and training to do their jobs. Employee care is the foundation of customer care. Our customer service training programs and policies foster two-way communication with our employees and recognize those employees who do an outstanding job.

Employee Communication and Feedback

Sharing information with employees and providing channels for questions, suggestions, complaints, and other feedback is vital to maintaining good employee relations. The same could be said for our customers.

Customer Surveys

In order to improve the City's parking operations on a continual basis, it is vitally important to obtain feedback from businesses, residents and visitors. **Lanier** will conduct frequent customer surveys to measure customer satisfaction. The service that Lanier delivers to each business, resident and visitor is crucial to our success and to that of the City of Delray Beach. Our goal is to provide a great experience; hence, **Lanier** will periodically distribute surveys to solicit feedback on the parking program and our level of services.

Issue Resolution

Lanier monitors, tracks and responds to all customer inquiries, and negative feedback results in constructive criticism and target points for improvement. Throughout the term of our contract, **Lanier** will report monthly to the City on these results to measure our success while using these findings to continually improve the service capacities of the program, as well as the overall customer experience.

(12) Working with local business owners

Working With and Engaging Local Business Owners

No Public Sector parking program would be complete without initial and ongoing outreach to City business groups and individual local business owners. Everything about a public parking program, from the way it is perceived in the **community**, to how it is managed, to its aesthetic attributes, forms indelible impressions and opinions regarding the City's parking program.

Our approach is tailored to identify practical management solutions and stimulate positive working relationships with local business owners, in and around the City. We will emphasize user-friendly parking themes, where **common sense, customer service and community engagement** rule the day. **Authentic stakeholder engagement** enables us to get to know the people, business leaders and neighborhood groups in and around a Downtown Area. Through this outreach, we gain a unique and distinct understanding of the neighborhoods and streets encompassing your City. This improves our operational planning, as we are better able to evaluate parking and access considerations impacting supply and demand; common factors that drive public parking RFP processes.



We rely on feedback from these groups to communicate helpful and **actionable intelligence** to our public sector clients, enabling them (*with our support and experience*) to develop sound, cogent parking policy.

(13) Maintaining records of all parking and citation transactions

Lanier, as standard operating procedure, maintains all parking records (revenues and receipts) for a minimum of three (3) years unless instructed differently by the City. Each equipment manufacturer has its own back-end system that may enable the history of transactions to go back for a longer period of time. This is subject City's discretion, but is also a function of storage costs not budgeted for currently.

x. Detail Proposer's plan for the following:

(1) Reviewing, analyzing and reporting to the City regarding parking data

Reporting & Data Gathering

The accounting and record-keeping system used by **Lanier** was developed in conjunction with Generally Accepted Accounting Principles. Shift and/or daily report forms, customized for the project, will be used to record receipts in a clear, easily audited format.

Lanier uses these reports and other methods to analyze critical data, and ensure close accountability for all parking revenues. The reports also provide a measure of the overall performance of the facilities. The essential elements of the reporting systems include:

- A **Daily Shift Report** records the activity during a given shift
- The **Consolidated Daily Parking Report** recaps a single day of activity. Its format is the same as the Daily Parking Report
- A **Monthly Recap** for facilities of comparable size summarizes the activity in each facility for the full month in a "one-line-per-day" format. This recap can be used by the client to either post the revenue or, as is typical, to serve as a monthly "check and balance" against the daily postings.

These reports are in addition to the reports created via the back-end systems from the paystations and SSM's from firms such as Passport, T2, POM et. al.

Web Based Reporting Capabilities

We currently offer web-based monthly reporting through the Client Portal located on our website, accessible with user name and password through our "Client Login" link on our website. From here, the City's team can access report folders segregated by month. We will customize the City's content based on its individual reporting needs, which could include these standard reports:

- Executive Summary Letter
- Monthly P&L Statement (monthly actual, monthly budget, monthly variance, YTD actual, YTD budget, and YTD variance)
- A year to date statement by base code for each month



- Monthly Itemized Category Report (monthly ledger)
- Monthly Parking Billing Reports
- Monthly Parking Collections and Adjustments Reports
- Aged Receivables
- Monthly Summary Reports for the Contract Parking and for the Validations programs
- Monthly and YTD variance reports
- Scanned copies of all invoice backup associated with the facilities during the reporting period

Lanier is also able to supply various other reports that are created or adjusted for an individual client's specific needs. We are continually developing our web application and plan to add more functionality over time.

(2) Managing parking rates throughout the day and adjusting based upon demand

Please see the enclosed information above from UIG detailing the data analytics that will be part of the integrated tools to manage parking rates through the payments that are made through multi-space paystations and consistent enforcement.

(3) Developing annual expense budgets

Budgeting

Annual budgets will be prepared for the City of Delray Beach based upon the operational plan, historical information, expected operating results, and **Lanier's** knowledge of the City's parking program. Budgets will include an annual operating budget, detailed by month, as well as monthly and annual comparisons of the budget. All budget variances will receive immediate attention of Senior Management for corrective action. We will work with the City to ensure we set its desired budget objectives for each fiscal year.

(4) Assisting the City with any replacements or new installations of parking meters

Installation of Paystations

Lanier is fully prepared to assist the City in sign and/or paystation installation. We have over 100 locations that utilize multi-space technology. Each one of our locations can install, maintain and collect paystations.

Lanier's local maintenance personnel will receive product specific training on installation, collections, and general maintenance of all City-owned or Lanier-purchased parking equipment. **Lanier** has afforded this operation to have the tools it needs to support all maintenance aspects of this program. **Lanier** understands the City of Delray Beach has not selected a vendor from which to purchase and install the paystations. However, it is important to note **Lanier** is experienced and is willing to offer our ongoing expertise.



(5) Parking garage maintenance and cleaning

We addressed parking garage maintenance in great detail earlier in this response. Thus, we will focus our response on the personnel aspects of facilitating our stringent maintenance protocol.

Maintenance Personnel

These skilled individuals will provide the necessary janitorial services needed, and will also be trained to maintain and execute minor repairs to equipment. The primary duties and responsibilities of our maintenance personnel include, but are not limited to:

- **General Maintenance:** Hired personnel will be skilled in all aspects of maintaining the facilities, trash bins, elevator lobbies and access routes into the facilities and lots.
- **Equipment Repairs:** This position will be fully trained to make preventative and minor repairs to equipment. Providing daily upkeep of the entire parking equipment inventory both in use and back up units.
- **Meter Calibration/Auditing:** Upon installation, multi-space meters will be audited at random to ensure calibration with current parking rates. All equipment will be tested immediately before/after repairs or complaints to ensure calibration.
- **Maintenance Backlog:** Personnel will devote a portion of their time catching up the maintenance backlog as noted in the daily reports.
- **Collection:** Personnel will assist assigned management staff in the collection of monies at Pay Stations on a daily/weekly scheduled collection detail.
- **Painting:** Maintenance personnel will be responsible for minor touch up painting and upkeep of general access areas. Larger painting projects will be discussed with the City to determine the need to sub-contract those projects, on an as needed basis.
- **Sign Replacement & Maintenance:** Signs not requiring elevating equipment will be cleaned maintained, and replaced as a daily task.
- **Lighting Replacement:** This position will report and replace any missing or burnt out light bulbs on a daily basis.
- **Spot Washing:** Identify areas within the parking facilities and lots and perform routine spot pressure washing service.
- **Routine Checklists:** Complete and sign off on all tasks outlined on a customized daily checklist.
- **Knowledge of Area:** Have a thorough knowledge of all areas of the City and the facilities we operate within it.
- **Appearance:** Maintain a neat and clean appearance and be in complete uniform at all times.



Site-Specific Recommendations

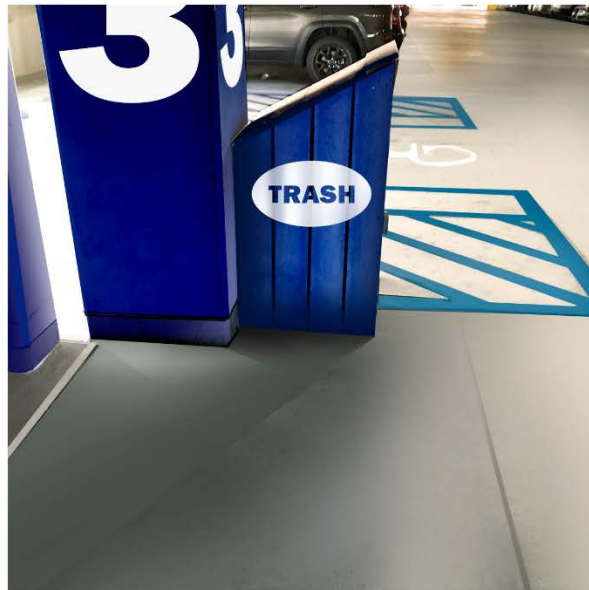
We have reviewed the facilities and draw your attention to the following site-specific recommendations using before and after photos to demonstrate the enhanced image and functional benefits the facilities would receive in making these repairs and improvements. Lanier recognizes these improvements may be subject to budgetary constraints, and looks forward to discussing said recommendations with the City to determine its priorities in facilitating such improvements.

Before



Re-striping entire facility

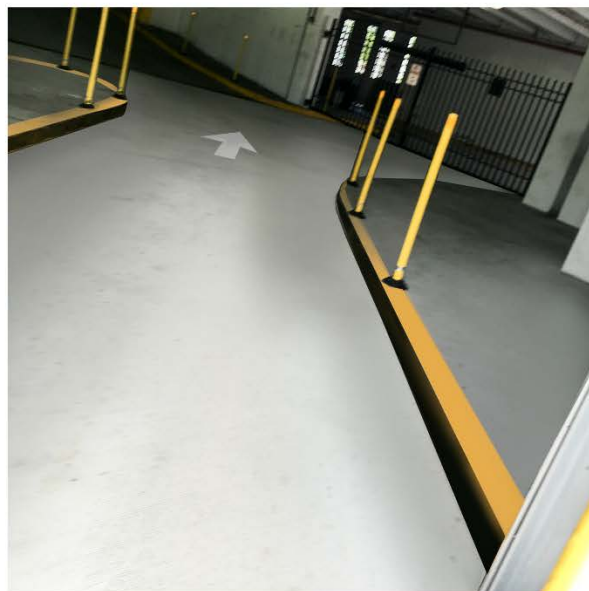
After



Before



Pressure Wash and Re-striping





Municipal Parking

General Recommendations /
Facilities and Lots

Before



Re-striping entire facility

After



Deep Clean and Pressure Wash

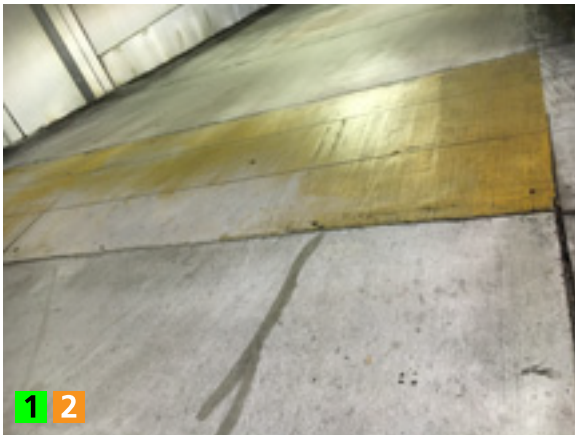




Municipal Parking

General Recommendations / Facilities and Lots

- 1** Deep Clean and Pressure Wash
- 2** Re-striping entire facility
- 3** Repair and update Fire and Safety Equipment /Code Compliant
- 4** Repair Electrical Wiring Problems
- 5** Adjust / Replace Lighting for efficiency and safety

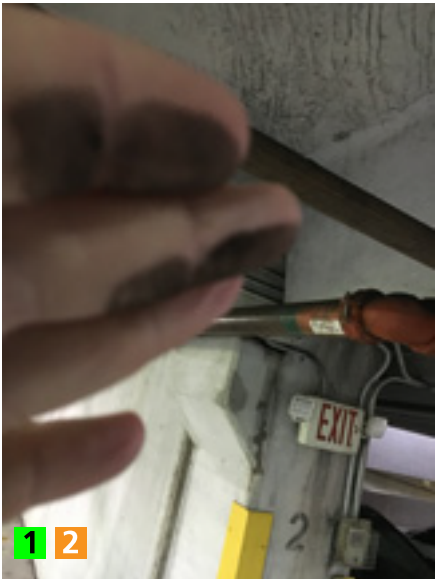
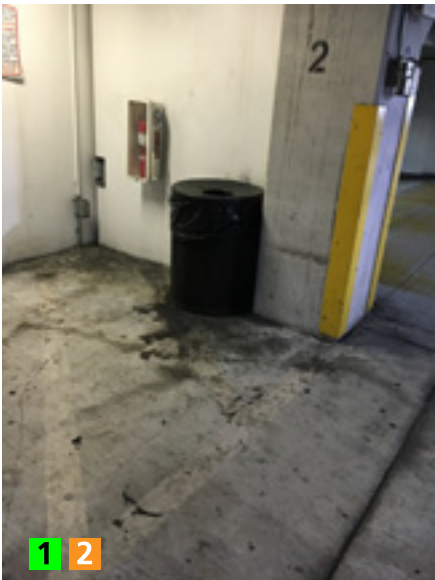


Continued

- 1 Deep Clean and Pressure Wash
- 2 Re-striping entire facility
- 3 Repair and update Fire and Safety Equipment /Code Compliant
- 4 Repair Electrical Wiring Problems
- 5 Adjust / Replace Lighting for efficiency and safety



Municipal Parking
General Recommendations /
Facilities and Lots

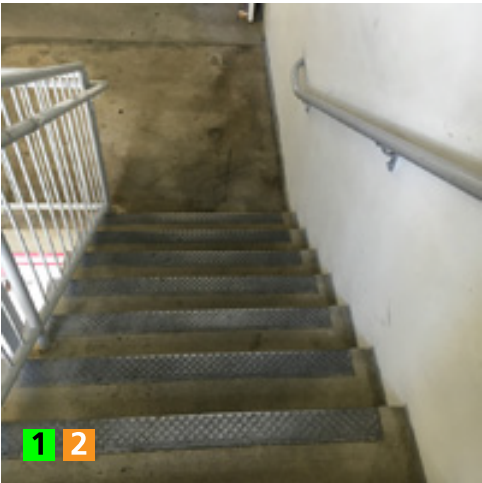
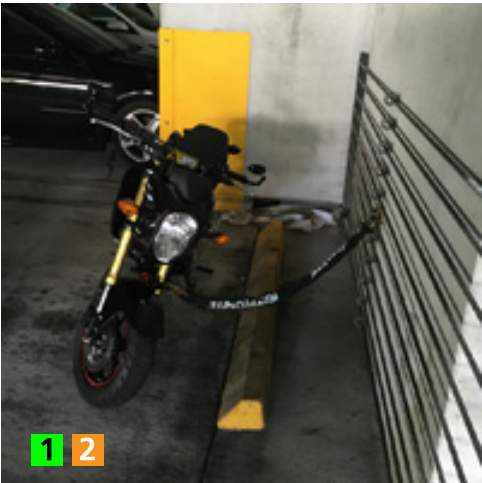


Continued

- 1 Deep Clean and Pressure Wash
- 2 Re-striping entire facility
- 3 Repair and update Fire and Safety Equipment /Code Compliant
- 4 Repair Electrical Wiring Problems
- 5 Adjust / Replace Lighting for efficiency and safety



Municipal Parking
General Recommendations /
Facilities and Lots



(6) Training personnel

Lanier believes in an on-going Human Resources process. The Training, Development & Education model used by **Lanier** is a progressive model designed to help motivated individuals set a path for their growth and development. Employees are trained through combined efforts from the local-level and national-level.

Recruitment and Selection

Our staff is the backbone of our company. We realize that an operation is only as successful as the people who operate it. Therefore, we've developed a department dedicated to the Training, Organization and Development of all Lanier employees, present and future.



Career Path/Promoting from Within

Lanier is always looking for motivated professionals who can manage people and have a demonstrated background of outstanding customer service. We believe that a person with strong management and communication skills who is properly trained and motivated can handle whatever challenges we give them. We also believe in promoting from within and giving people the opportunity to grow with our organization. Several managers have risen to senior management positions from entry or mid-level jobs after demonstrating their capabilities and dedication to the company.

Staff (Hiring, Training, and Development)

Customized orientations and training programs will be conducted with all team members to ensure not only operational functionality, but that quality and efficient service is delivered to your customers. Following all training, shift meetings will be conducted prior to the start of the day in order to communicate any operational changes and pass-ons from the previous day.

All employees must attend a two hour Orientation class before beginning work. Orientation is administered either in a “classroom” setting to groups of employees, or via computer-aided learning to employees in more remote locations. The class focuses on the company Mission Statement, Core Values and Service Standards, the basics of customer service, company policies, and operating procedures.

We have a wide range of corporate-level initiatives designed to enhance the performance, development, and effectiveness of our human resources. Those initiatives include New Employee Orientation programs, Leadership Development programs, Lanier University, work unit redesign, individual Performance Enhancement Plans, process improvement, and change management programs.

After the class, our employees will then be oriented on location. On-the-job training from peers and managers is the most effective means to ensure that proper customer service standards (“Greet, Serve, & Send”) and operating practices are followed. Lanier will provide a highly qualified, team oriented staff that is trained in all aspects of parking and traffic control.

Lanier will work with the City to coordinate an on-site training session for all staff members to review the operating plan and offer final training details that include: vehicle permitting, ingress and egress patterns, emergency policies and procedures, and inclement weather plan. Lanier welcomes the City of Delray Beach to attend the training session to ensure all details of the operation have been addressed.

We address our Enforcement Ambassador Training earlier in this proposal.

(7) Bonding personnel

Lanier maintains a comprehensive insurance program at all times. Under the terms and provisions of a proposed agreement, Lanier will provide its bonded personnel with Crime Fidelity Insurance at \$1 Million per occurrence.

Lanier Parking Solutions Fidelity & Crime Insurance coverage provides protection for exposures, such as loss from forgery or alteration, loss of money, and securities and reimbursement for claim expenses. Additionally, funds transfer fraud, computer fraud, and social engineering fraud are threats that we take seriously and as such, we have an insurance program in place to protect our clients and our organization.

(8) Personnel Uniforms

Uniform Standards

Lanier understands that appearance is an important part of the impression our customers have of us and our clients. Therefore, our uniform program and grooming guidelines for our employees help present a neat, clean and professional image to the public.

The City will have the option to choose through a menu of specialty Uniforms. ***A sample of our Lanier uniforms is on the following page.***





Lanier "Business" Standard (Class "A")- Cashier

- Buttondown Shirt
- Grey Slacks
- Navy Blazer or Burgandy Vest
- Striped Tie
- Outerwear: Blue Parka



Lanier "Business" Standard- Maintenance

- Burgandy Oxford Shirt
- Black Slacks
- Lanier Ball cap
- Outerwear: Burgandy 3/1 Jacket



Lanier Standard Valet- Camp Shirt

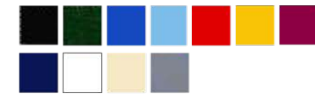
- Grey Camp Shirt (no logo)
- Black Pants
- Outerwear: Black Windbreaker with grey reflective stripe- LVS logo



Lanier Basic- Polo

- Polo Shirt- Short & Long Sleeved
- Black Pants
- Outerwear: Green 3/1 Jacket

Short sleeve:

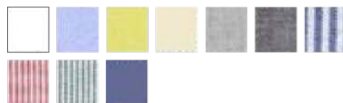


Extra options available for long sleeve



Lanier Basic- Buttondown

- Oxford Shirt- Short or Long Sleeve w/ Lanier logo left chest
- Black Pants
- Winter Coat: 3/1 Jacket



Lanier Event Staff

- High Visibility Polo
- Black Pants or Shorts



3/1 Jacket

Options:

- Can put client logo on chest & Lanier logo on sleeve.
- Outerwear: 3/1 jacket has removable long-sleeved fleece and hood. Both fleece & jacket include LPS logo on chest.
- Other items available a la carte (knit caps, rain gear, shorts, etc.) See HR for pricing.

Standard Uniform Issue:

- Each employee is issued 2 pants, 2 shirts, plus one each of other items. Fulltime employees may order additional upon manager approval.



(9) Personnel and equipment safety measures

Lanier's loss prevention department is administered by our Director of Risk Management, Winston Cooper. Along with our staff of claims administrators and auditors, the Risk Management Director will be responsible for ensuring all claims are properly handled and that the City's account is operating within Lanier's standard operating guidelines.

Risk Management Protocol

Lanier employs several different avenues to reduce risk exposure inherent in the day to day operation, including with equipment safety measures. Several routine checks and balances will be outlined and addressed in the future operations manual for the City and our on-site team to review. We abbreviate that information as follows:

- Lanier proactively inspects the property, utilizing a maintenance checklist and an operations evaluation. Routine maintenance is critical in reducing exposures from issues such as a gate striking an automobile. Any exposure noted, such as crumbling concrete or standing water, is noted and directly addressed by **Lanier** management thereby limiting the exposure.
- All insurance claims submitted are reviewed and analyzed to ensure that existing conditions are acceptable and do not present any possibility for potential on-going issues. Any issue that is found, which attributed to a claim of loss, will be addressed and rectified per property management and Lanier guidelines.
- Random walk-through inspections are conducted by different levels of *Lanier* management with an added emphasis on safety.
- Weekly and random booth audits are performed during which the revenue in the cashier's drawer is compared against the fee computer tape and counters, or facility management software, to hold them accountable.
- Monthly, a ticket summary and card reconciliation report is submitted to the Loss Prevention department for comparison against the AR system and for investigation of any 'missing' tickets.
- Ticket inventory logs are maintained and randomly audited by management.
- Validations are closely controlled and audited by the Loss Prevention team.



xi. Proposer shall specify the location(s), including the address, where the work for this project will be performed, including work performed by subcontractors, if applicable.

Lanier intends to have an office on site at the facilities, as provided by the City and referenced in the RFP (we do not have an address for that facility, but are assuming it is located at or around City Hall. Work will also be facilitated by our corporate support office in Florida, located as follows:

Lanier Parking Solutions
12000 Biscayne Boulevard
Suite 707
Miami, Florida 33181
(305) 891-1762

Subcontractors will visit our on-site office from time to time, but mostly they will be in the field checking the City's operations on our behalf.

xii. Proposer shall thoroughly explain:

a. Its accessibility in the areas of availability for meetings, general communications, coordination, and supervision

Lanier Parking has put in place a system of checks and balances to ensure that our key team members from our corporate office, as well as our local staff, are available for meetings, general communications, coordination and supervision of the City's parking facilities (on and off-street operations).

Proper and routine communication with the City of Delray Beach will be paramount to our operating plan and daily activities. Our best relationships are maintained with those public and private sector clients that make themselves available and include our staff members in their own meetings pertaining to parking and transportation issues affecting their cities and properties. We look forward to having an open and transparent dialogue and relationship with the City of Delray Beach, and will do everything in our power to ensure our team's availability for all meetings associated with the City's parking program.

b. How the proposer physically plans on attending pre-scheduled meetings

We have a local team in place in the State of Florida that will attend all prescheduled meetings with the City of Delray Beach. Leaders include Fred Bredemeyer and Jeff Crimmins, among others. We also have a supervisory management team throughout the State of Florida, with operations that surround the city, and those individuals will also attend the City's prescheduled meetings on a routine and as-needed basis.

Assuming we have enough notice, there is no reason why our team members would not be able to attend the City's prescheduled meetings pertaining to parking and transportation issues affecting the City of Delray Beach, or even surrounding cities.



c. How the proposer plans on ensuring accessibility and availability during the term of the Agreement

Throughout the duration of the agreement, we view it as our job to be accessible and available to the City of Delray Beach at all times. Our supervisory infrastructure enables our team to cover several areas at once, and multitask in order to ensure that our clients are fully satisfied we do everything with a great sense of urgency and transparency.

We look forward to sitting down with the City of Delray Beach and discussing its thoughts and concepts for its desired protocol in this regard. With the multiple renewals we have had with our public sector clients, it is abundantly clear Lanier Parking puts communication and coordination with our cities and their stakeholders at the very top of our operational planning endeavors.



Fee Proposal

The Proposer must submit a Fee Proposal for Option A. Proposer may submit an alternative Fee Proposal for Option B. Fees submitted in Option A will be utilized to determine initial scores for the Fee Proposal evaluation criterion.

Option A - Management Services Fee Plus Expenses. Under this Option, propose a flat fee for management services and provide documentation of Proposer's direct operating expenses to be reimbursed by the City. NOTE: This option will require all expenses to be pre-approved by the City and will require detailed expenditure data and supporting documentation to be provided to the City on a monthly basis with each invoice for services.

1.	Total Annual Fee	\$30,000
2.	Total Annual Expenses Reimbursement	\$544,614
	TOTAL FEE PROPOSAL	\$574,614

Itemized Listing

Proposer shall include with its Fee Proposal an itemized listing to include, but not be limited to the following costs:

- a. The fully loaded hourly rate for enforcement personnel and the number of hours proposed for enforcement per month. The hourly rate times the hours per month times 12 months will be the annual enforcement cost.

The fully loaded hourly rate for enforcement personnel is \$21.54 per hour. The number of hours proposed for enforcement per month is 822 hours on average (based on a weighted average). Hours vary from month to month based on the number weekdays and weekend days in each calendar month. However for the fiscal year of December 2016 through November 2017, the average number of hours proposed for enforcement is 822 hours.

- b. The fully loaded hourly rate for collection personnel and number of hours proposed for collection services per month for all meters and pay stations.

The fully loaded hourly rate for collection and maintenance personnel is \$29.77. The number of hours proposed for collection per month is 485 hours on average (based on a weighted average). Hours vary from month to month based on the number weekdays and weekend days in each calendar month. However for the fiscal year of December 2016 through November 2017, the average number of hours proposed for enforcement is 485 hours.



- c. The fully loaded hourly rate for supervisory personnel and the number of hours proposed per month for supervisory personnel.

The fully loaded hourly rate for supervisory personnel is \$80.23. The number of hours proposed for supervisory personnel per month is 196 hours on average (based on a weighted average). Hours vary from month to month based on the number weekdays and weekend days in each calendar month. However for the fiscal year of December 2016 through November 2017, the average number of hours proposed for enforcement is 196 hours.

We have calculated and included the fully loaded hourly rates for Collections and Maintenance personnel, Enforcement personnel and Supervisory personnel, respectively. Note, while the actual wages rates vary for each position, there is only a finite number of annual hours for each job classification. This creates a fully loaded hourly rate for Collections and Maintenance personnel (for example) that is in fact higher than that of the Enforcement personnel, whereas the Enforcement personnel are actually being paid more per hour (a higher wage rate) than Collections and Maintenance personnel. The seemingly inverted fully loaded hourly rate is simply a function of the total number of hours for each job classification as a percentage of the total annual hours worked, 18,039.

Specifically, we have total hours for Collections and Maintenance personnel at 5,817 annual hours, 9,868 annual hours for Enforcement personnel, and 2,355 annual hours for Supervisory personnel, which equals 18,039 total annual hours. This includes the cost of each category based on a weighted average. These fully loaded hourly rates are based on the minimum number of annual hours our personnel must work, and we must bill back annually in order to honor these rates.

Should the City decide to reduce the total number of hours for any classification of personnel, it would then require Lanier to increase the hourly bill back rates for that class and/or other classes of personnel in order to recapture 100% of our fixed annual costs. In summary, for Option A, our total annual costs are \$574,614 before equipment amortization, which equals \$68,461.74 annually over the initial three (3) year term based on a total upfront capital investment of \$272,600.



- d. Provide a three year itemized capital expenditure plan for equipment Proposer proposes for reimbursement including cost for a citation management system and license plate recognition system.

Items to Purchase & Amortize				
Notes	Product	Cost per Unit	# of Units	TOTAL
Budgeted Annually	Parking Boots	\$800.00	4	\$3,200.00
	LPR Genetec	\$60,000.00	3	\$180,000.00
	UIG Annual Cost	\$2,400.00	0	\$0.00
	Parking Collections Equipment:			
	Bill Counter	\$550.00	1	\$550.00
	Jet / Coin Counting & Sorter	\$6,000.00	1	\$6,000.00
	TOTALS			\$189,750.00
Backup Garage Maintenance	Handheld	\$1,000.00	2	\$2,000.00
	Pressure Washer for stairwells	\$1,500.00	2	\$3,000.00
	TOTALS			\$5,000.00
	Enforcement Vehicles:			
	Chevy Sparks	\$18,000.00	4	\$72,000.00
	TOTALS			\$72,000.00
	Office Furniture / Copier	\$1,150.00	3	\$3,450.00
	Computers / Office Equipment	\$1,200.00	2	\$2,400.00
	TOTALS			\$5,850.00
TOTAL AMOUNT CAPITAL INVESTMENT				
	TOTALS			\$272,600.00
	Annual Payment amortized over 3 years			\$104,556.96
	Annual Payment amortized over 5 years			\$68,461.74

- e. A full year budget that includes all expenses necessary to operate the parking system whether those expenses are to be paid by Proposer, proposed to be paid directly by the City, such as communications expenses for the pay stations or parking sensors, or expenses proposed to be reimbursed by the City (such as EMS fees from Digital Payment Technologies. If Option A Management Services Plus Expenses is selected, identify all expenses to be reimbursed by the City as such.

Please see the following page for our full year budget including all reimbursable expenses for Option A.

Note: All expenses itemized in the budget are hereby identified as expenses to be reimbursed by the City.



Delray Beach
Option A - Expense Proforma
12 Month Budget Beginning December, 2016

	Dec-16 Budget	Jan-17 Budget	Feb-17 Budget	Mar-17 Budget	Apr-17 Budget	May-17 Budget	Jun-17 Budget	Jul-17 Budget	Aug-17 Budget	Sep-17 Budget	Oct-17 Budget	Nov-17 Budget	Total Budget
<u>Payroll & Payroll Expenses</u>													
Payroll - Collections & Maintenance	\$ 4,848.43	\$ 4,882.81	\$ 4,538.95	\$ 5,054.74	\$ 4,814.04	\$ 4,882.81	\$ 4,882.81	\$ 4,814.04	\$ 5,054.74	\$ 4,676.50	\$ 5,020.36	\$ 4,745.27	\$ 58,215.50
Payroll - Enforcement	\$ 10,128.24	\$ 10,128.24	\$ 9,453.02	\$ 10,465.85	\$ 10,128.24	\$ 10,128.24	\$ 10,128.24	\$ 10,128.24	\$ 10,465.85	\$ 9,790.63	\$ 10,465.85	\$ 9,790.63	\$ 121,201.27
Payroll - Office Staff	\$ 2,100.67	\$ 2,200.70	\$ 2,000.64	\$ 2,300.74	\$ 2,000.64	\$ 2,200.70	\$ 2,200.70	\$ 2,000.64	\$ 2,300.74	\$ 2,000.64	\$ 2,200.70	\$ 2,200.70	\$ 25,708.21
Payroll - Supervisory	\$ 4,583.34	\$ 4,583.34	\$ 4,583.34	\$ 4,583.34	\$ 4,583.34	\$ 4,583.34	\$ 4,583.34	\$ 4,583.34	\$ 4,583.34	\$ 4,583.34	\$ 4,583.34	\$ 4,583.34	\$ 55,000.08
Subtotal Payroll	\$ 29,102.70	\$ 29,283.29	\$ 27,645.29	\$ 30,102.30	\$ 28,922.10	\$ 29,283.29	\$ 29,283.29	\$ 28,922.10	\$ 30,102.30	\$ 28,283.70	\$ 29,921.70	\$ 28,644.89	\$ 349,496.95
<u>Operating Expenses</u>													
Uniforms	\$ 3,600.00	\$ 90.00	\$ 90.00	\$ 90.00	\$ 90.00	\$ 90.00	\$ 90.00	\$ 90.00	\$ 90.00	\$ 90.00	\$ 90.00	\$ 90.00	\$ 4,590.00
Operating Supplies	\$ 500.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 3,250.00
Paystation Supplies	\$ 435.00	\$ 435.00	\$ 435.00	\$ 435.00	\$ 435.00	\$ 435.00	\$ 435.00	\$ 435.00	\$ 435.00	\$ 435.00	\$ 435.00	\$ 435.00	\$ 5,220.00
Office Supplies	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 2,400.00
Equipment Leases UIG	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 28,800.00
Tickets Parking/Violations	\$ 834.00	\$ -	\$ -	\$ -	\$ -	\$ 834.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,668.00
Signage Expense	\$ 1,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000.00
DMV Research	\$ 618.75	\$ 618.75	\$ 618.75	\$ 618.75	\$ 618.75	\$ 618.75	\$ 618.75	\$ 618.75	\$ 618.75	\$ 618.75	\$ 618.75	\$ 618.75	\$ 7,425.00
Business License	\$ 200.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200.00
Subtotal Operating Expense	\$ 9,787.75	\$ 3,993.75	\$ 3,993.75	\$ 3,993.75	\$ 3,993.75	\$ 4,827.75	\$ 4,993.75	\$ 3,993.75	\$ 3,993.75	\$ 3,993.75	\$ 3,993.75	\$ 3,993.75	\$ 55,553.00
<u>Repairs & Maintenance</u>													
Painting Touch Up	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 1,200.00
Sweeping Services	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00	\$ 3,300.00
Pressure Washing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000.00
Service Contracts/Warranties	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 9,000.00
Subtotal R & M	\$ 1,125.00	\$ 1,125.00	\$ 1,125.00	\$ 1,125.00	\$ 1,125.00	\$ 9,125.00	\$ 1,125.00	\$ 1,125.00	\$ 1,125.00	\$ 1,125.00	\$ 1,125.00	\$ 1,125.00	\$ 21,500.00
<u>Insurance</u>													
General Liability	\$ 2,640.00	\$ 2,640.00	\$ 2,640.00	\$ 2,640.00	\$ 2,640.00	\$ 2,640.00	\$ 2,640.00	\$ 2,640.00	\$ 2,640.00	\$ 2,640.00	\$ 2,640.00	\$ 2,640.00	\$ 31,680.00
Auto Liability	\$ 1,950.00	\$ 1,950.00	\$ 1,950.00	\$ 1,950.00	\$ 1,950.00	\$ 1,950.00	\$ 1,950.00	\$ 1,950.00	\$ 1,950.00	\$ 1,950.00	\$ 1,950.00	\$ 1,950.00	\$ 23,400.00
Bond Insurance	\$ 13,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,000.00
Subtotal Insurance	\$ 17,590.00	\$ 4,590.00	\$ 4,590.00	\$ 4,590.00	\$ 4,590.00	\$ 4,590.00	\$ 4,590.00	\$ 4,590.00	\$ 4,590.00	\$ 4,590.00	\$ 4,590.00	\$ 4,590.00	\$ 68,080.00
<u>Other Expenses</u>													
Utilities	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 1,500.00
Telephone	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 1,200.00
Cellular Phone	\$ 630.00	\$ 630.00	\$ 630.00	\$ 630.00	\$ 630.00	\$ 630.00	\$ 630.00	\$ 630.00	\$ 630.00	\$ 630.00	\$ 630.00	\$ 630.00	\$ 7,560.00
Internet Service	\$ 65.00	\$ 65.00	\$ 65.00	\$ 65.00	\$ 65.00	\$ 65.00	\$ 65.00	\$ 65.00	\$ 65.00	\$ 65.00	\$ 65.00	\$ 65.00	\$ 780.00
Base Management Fee	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 30,000.00
Professional Services	\$ 755.00	\$ 1,481.93	\$ 1,463.64	\$ 1,491.07	\$ 1,477.89	\$ 1,481.93	\$ 1,481.93	\$ 1,477.89	\$ 1,491.07	\$ 1,470.77	\$ 1,489.05	\$ 1,474.80	\$ 17,036.97
Consulting Services	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 12,000.00
IT Support	\$ 1,500.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500.00
Banking Fees	\$ 234.50	\$ 141.77	\$ 137.00	\$ 144.47	\$ 140.58	\$ 172.69	\$ 149.64	\$ 140.58	\$ 144.47	\$ 138.47	\$ 143.87	\$ 139.66	\$ 1,827.70
Gas Expense	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 900.00
Education	\$ 1,250.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,250.00	\$ -	\$ -	\$ -	\$ -	\$ 2,500.00
Network Security & PCI Compliance	\$ 250.00	\$ 250.00	\$ 430.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 3,180.00
Subtotal Other Expenses	\$ 8,484.50	\$ 6,368.70	\$ 6,525.64	\$ 6,380.54	\$ 6,363.47	\$ 6,399.62	\$ 7,626.57	\$ 6,363.47	\$ 6,380.54	\$ 6,354.24	\$ 6,377.92	\$ 6,359.46	\$ 79,984.67
Total Expenses	\$ 66,089.95	\$ 45,360.74	\$ 43,879.68	\$ 46,191.59	\$ 44,994.32	\$ 54,225.66	\$ 47,618.61	\$ 44,994.32	\$ 46,191.59	\$ 44,346.69	\$ 46,008.37	\$ 44,713.10	\$ 574,614.62

Option B - Management Services Flat Fee. Under this Option, propose an all-inclusive flat fee for all services provided and all operating expenses. NOTE: This option will require detailed expenditure data to be provided to the City.

1.	Total Annual Fee	\$ 589,614
	TOTAL FEE PROPOSAL	\$ 589,614

Itemized Listing

Proposer shall include with its Fee Proposal an itemized listing to include, but not be limited to the following costs:

- a. The fully loaded hourly rate for enforcement personnel and the number of hours proposed for enforcement per month. The hourly rate times the hours per month times 12 months will be the annual enforcement cost.

The fully loaded hourly rate for enforcement personnel is \$22.10 per hour. The number of hours proposed for enforcement per month is 822 hours on average. Hours vary from month to month based on the number weekdays and weekend days in each calendar month. However for the fiscal year of December 2016 through November 2017, the average number of hours proposed for enforcement is 822 hours.

- b. The fully loaded hourly rate for collection personnel and number of hours proposed for collection services per month for all meters and pay stations.

The fully loaded hourly rate for collection and maintenance personnel is \$30.55. The number of hours proposed for collection per month is 485 hours on average. Hours vary from month to month based on the number weekdays and weekend days in each calendar month. However for the fiscal year of December 2016 through November 2017, the average number of hours proposed for enforcement is 485 hours.

- c. The fully loaded hourly rate for supervisory personnel and the number of hours proposed per month for supervisory personnel.

The fully loaded hourly rate for supervisory personnel is \$82.32. The number of hours proposed for supervisory personnel per month is 196 hours on average. Hours vary from month to month based on the number weekdays and weekend days in each calendar month. However for the fiscal year of December 2016 through November 2017, the average number of hours proposed for enforcement is 196 hours.

The fully loaded hourly rates quoted for Option B (for each job classification) are calculated in exactly the same manner as Option A (using the same rationale and weighted averages), based, however, on the additional costs and associated risk factors with Option B.



- d. Provide a three year itemized capital expenditure plan for equipment Proposer proposes for reimbursement including cost for a citation management system and license plate recognition system.

Please see the capital expenditure plan presented in Option A.

- a. A full year budget that includes all expenses necessary to operate the parking system whether those expenses are to be paid by Proposer, proposed to be paid directly by the City, such as communications expenses for the pay stations or parking sensors, or expenses proposed to be reimbursed by the City (such as EMS fees from Digital Payment Technologies. If Option A Management Services Plus Expenses is selected, identify all expenses to be reimbursed by the City as such.

Please see the following page for our full year budget including all reimbursable expenses for Option B.



Delray Beach
Option B - Expense Proforma
12 Month Budget Beginning December, 2016

	Dec-16 Budget	Jan-17 Budget	Feb-17 Budget	Mar-17 Budget	Apr-17 Budget	May-17 Budget	Jun-17 Budget	Jul-17 Budget	Aug-17 Budget	Sep-17 Budget	Oct-17 Budget	Nov-17 Budget	Total Budget
<u>Payroll & Payroll Expenses</u>													
Payroll - Collections & Maintenance	\$ 4,848.43	\$ 4,882.81	\$ 4,538.95	\$ 5,054.74	\$ 4,814.04	\$ 4,882.81	\$ 4,882.81	\$ 4,814.04	\$ 5,054.74	\$ 4,676.50	\$ 5,020.36	\$ 4,745.27	\$ 58,215.50
Payroll - Enforcement	\$ 10,128.24	\$ 10,128.24	\$ 9,453.02	\$ 10,465.85	\$ 10,128.24	\$ 10,128.24	\$ 10,128.24	\$ 10,128.24	\$ 10,465.85	\$ 9,790.63	\$ 10,465.85	\$ 9,790.63	\$ 121,201.27
Payroll - Office Staff	\$ 2,100.67	\$ 2,200.70	\$ 2,000.64	\$ 2,300.74	\$ 2,000.64	\$ 2,200.70	\$ 2,200.70	\$ 2,000.64	\$ 2,300.74	\$ 2,000.64	\$ 2,200.70	\$ 2,200.70	\$ 25,708.21
Payroll - Supervisory	\$ 4,583.34	\$ 4,583.34	\$ 4,583.34	\$ 4,583.34	\$ 4,583.34	\$ 4,583.34	\$ 4,583.34	\$ 4,583.34	\$ 4,583.34	\$ 4,583.34	\$ 4,583.34	\$ 4,583.34	\$ 55,000.08
Subtotal Payroll	\$ 29,102.70	\$ 29,283.29	\$ 27,645.29	\$ 30,102.30	\$ 28,922.10	\$ 29,283.29	\$ 29,283.29	\$ 28,922.10	\$ 30,102.30	\$ 28,283.70	\$ 29,921.70	\$ 28,644.89	\$ 349,496.95
<u>Operating Expenses</u>													
Uniforms	\$ 3,600.00	\$ 90.00	\$ 90.00	\$ 90.00	\$ 90.00	\$ 90.00	\$ 90.00	\$ 90.00	\$ 90.00	\$ 90.00	\$ 90.00	\$ 90.00	\$ 4,590.00
Operating Supplies	\$ 500.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 3,250.00
Paystation Supplies	\$ 435.00	\$ 435.00	\$ 435.00	\$ 435.00	\$ 435.00	\$ 435.00	\$ 435.00	\$ 435.00	\$ 435.00	\$ 435.00	\$ 435.00	\$ 435.00	\$ 5,220.00
Office Supplies	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 2,400.00
Equipment Leases UIG	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 28,800.00
Tickets Parking/Violations	\$ 834.00	\$ -	\$ -	\$ -	\$ -	\$ 834.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,668.00
Signage Expense	\$ 1,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000.00
DMV Research	\$ 618.75	\$ 618.75	\$ 618.75	\$ 618.75	\$ 618.75	\$ 618.75	\$ 618.75	\$ 618.75	\$ 618.75	\$ 618.75	\$ 618.75	\$ 618.75	\$ 7,425.00
Business License	\$ 200.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200.00
Subtotal Operating Expense	\$ 9,787.75	\$ 3,993.75	\$ 3,993.75	\$ 3,993.75	\$ 3,993.75	\$ 4,827.75	\$ 4,993.75	\$ 3,993.75	\$ 3,993.75	\$ 3,993.75	\$ 3,993.75	\$ 3,993.75	\$ 55,553.00
<u>Repairs & Maintenance</u>													
Painting Touch Up	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 1,200.00
Sweeping Services	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00	\$ 3,300.00
Pressure Washing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000.00
Service Contracts/Warranties	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 9,000.00
Subtotal R & M	\$ 1,125.00	\$ 1,125.00	\$ 1,125.00	\$ 1,125.00	\$ 1,125.00	\$ 9,125.00	\$ 1,125.00	\$ 1,125.00	\$ 1,125.00	\$ 1,125.00	\$ 1,125.00	\$ 1,125.00	\$ 21,500.00
<u>Insurance</u>													
General Liability	\$ 2,640.00	\$ 2,640.00	\$ 2,640.00	\$ 2,640.00	\$ 2,640.00	\$ 2,640.00	\$ 2,640.00	\$ 2,640.00	\$ 2,640.00	\$ 2,640.00	\$ 2,640.00	\$ 2,640.00	\$ 31,680.00
Auto Liability	\$ 1,950.00	\$ 1,950.00	\$ 1,950.00	\$ 1,950.00	\$ 1,950.00	\$ 1,950.00	\$ 1,950.00	\$ 1,950.00	\$ 1,950.00	\$ 1,950.00	\$ 1,950.00	\$ 1,950.00	\$ 23,400.00
Bond Insurance	\$ 13,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,000.00
Subtotal Insurance	\$ 17,590.00	\$ 4,590.00	\$ 4,590.00	\$ 4,590.00	\$ 4,590.00	\$ 4,590.00	\$ 4,590.00	\$ 4,590.00	\$ 4,590.00	\$ 4,590.00	\$ 4,590.00	\$ 4,590.00	\$ 68,080.00
<u>Other Expenses</u>													
Utilities	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 1,500.00
Telephone	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 1,200.00
Cellular Phone	\$ 630.00	\$ 630.00	\$ 630.00	\$ 630.00	\$ 630.00	\$ 630.00	\$ 630.00	\$ 630.00	\$ 630.00	\$ 630.00	\$ 630.00	\$ 630.00	\$ 7,560.00
Internet Service	\$ 65.00	\$ 65.00	\$ 65.00	\$ 65.00	\$ 65.00	\$ 65.00	\$ 65.00	\$ 65.00	\$ 65.00	\$ 65.00	\$ 65.00	\$ 65.00	\$ 780.00
Base Management Fee	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 30,000.00
Professional Services	\$ 755.00	\$ 1,481.93	\$ 1,463.64	\$ 1,491.07	\$ 1,477.89	\$ 1,481.93	\$ 1,481.93	\$ 1,477.89	\$ 1,491.07	\$ 1,470.77	\$ 1,489.05	\$ 1,474.80	\$ 17,036.97
Consulting Services	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 12,000.00
IT Support	\$ 1,500.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500.00
Banking Fees	\$ 234.50	\$ 141.77	\$ 137.00	\$ 144.47	\$ 140.58	\$ 172.69	\$ 149.64	\$ 140.58	\$ 144.47	\$ 138.47	\$ 143.87	\$ 139.66	\$ 1,827.70
Gas Expense	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 900.00
Education	\$ 1,250.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,250.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500.00
Network Security & PCI Compliance	\$ 250.00	\$ 250.00	\$ 430.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 3,180.00
Contingency	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 15,000.00
Subtotal Other Expenses	\$ 9,734.50	\$ 7,618.70	\$ 7,775.64	\$ 7,630.54	\$ 7,613.47	\$ 7,649.62	\$ 8,876.57	\$ 7,613.47	\$ 7,630.54	\$ 7,604.24	\$ 7,627.92	\$ 7,609.46	\$ 94,984.67
Total Expenses	\$ 67,339.95	\$ 46,610.74	\$ 45,129.68	\$ 47,441.59	\$ 46,244.32	\$ 55,475.66	\$ 48,868.61	\$ 46,244.32	\$ 47,441.59	\$ 45,596.69	\$ 47,258.37	\$ 45,963.10	\$ 589,614.62

7 | Licenses & Certificates

Evidence of Insurance, Professional Licenses, and Certificates: Certificate of current insurances showing coverage, forms, limits. Submit a copy of all Licenses, Certificates, Registrations, and Permits required to perform the work that Proposer and/or its staff possess.

Please see the following page for Lanier's Evidence of Insurance, Professional Licenses, and Certificates.



FLORIDA DEPARTMENT OF STATE
DIVISION OF CORPORATIONS



Detail by Entity Name

Foreign Limited Liability Company

LANIER PARKING METER SERVICES, LLC

Filing Information

Document Number	M10000005738
FEI/EIN Number	20-0123013
Date Filed	12/27/2010
State	GA
Status	ACTIVE

Principal Address

233 PEACHTREE STREET, NE
2600 HARRIS TOWER, SUITE 2600
ATLANTA, GA 30303

Changed: 02/17/2011

Mailing Address

233 PEACHTREE STREET, NE
2600 HARRIS TOWER, SUITE 2600
ATLANTA, GA 30303

Changed: 02/17/2011

Registered Agent Name & Address

NRAI SERVICES, INC
1200 South Pine Island Road
Plantation, FL 33324

Address Changed: 02/11/2011

Authorized Person(s) Detail

Name & Address

Title CEO, Director

SKILLETT, JERRY
233 PEACHTREE STREET, NE
2600 HARRIS TOWER, SUITE 2600
ATLANTA, GA 30303

Title President

EGHTEDARI, BIJAN
233 PEACHTREE STREET, NE
2600 HARRIS TOWER, SUITE 2600
ATLANTA, GA 30303

Title MANAGER

LANIER PARKING HOLDINGS, INC.
233 PEACHTREE STREET, NE
2600 HARRIS TOWER, SUITE 2600
ATLANTA, GA 30303

Title CFO

DUBAY, BRIAN
233 PEACHTREE STREET, NE
2600 HARRIS TOWER, SUITE 2600
ATLANTA, GA 30303

Title Secretary

DUNN, KATHRYN
233 PEACHTREE STREET, NE
2600 HARRIS TOWER, SUITE 2600
ATLANTA, GA 30303

Title Treasurer

QUINN, KAREN
233 PEACHTREE STREET, NE
2600 HARRIS TOWER, SUITE 2600
ATLANTA, GA 30303

Annual Reports

Report Year	Filed Date
2014	04/30/2014
2015	03/30/2015
2016	04/19/2016

Document Images

04/19/2016 -- ANNUAL REPORT	View image in PDF format
03/30/2015 -- ANNUAL REPORT	View image in PDF format
04/30/2014 -- ANNUAL REPORT	View image in PDF format
02/22/2013 -- ANNUAL REPORT	View image in PDF format
03/29/2012 -- ANNUAL REPORT	View image in PDF format
02/17/2011 -- ANNUAL REPORT	View image in PDF format
12/27/2010 -- Foreign Limited	View image in PDF format

**ARTICLES OF ORGANIZATION
OF
LANIER PARKING METER SERVICES, LLC**


I.

NAME. The name of the Limited Liability Company is Lanier Parking Meter Services, LLC (hereinafter the "Company").

II.

MANAGEMENT. The management of the Company is vested in one or more Managers.

IN WITNESS WHEREOF, the undersigned has executed these Articles of Organization,
this 17th day of July, 2003.


Sean J. Reynolds, as Organizer

RECORDED
2003 JUL 17 P 4:59
SECRETARY OF STATE

Secretary of State

Corporations Division

315 West Tower

#2 Martin Luther King, Jr. Dr.

Atlanta, Georgia 30334-1530

CONTROL NUMBER: 0339362
EFFECTIVE DATE: 07/17/2003
JURISDICTION : GEORGIA
REFERENCE : 0070
PRINT DATE : 07/22/2003
FORM NUMBER : 356

VALERIE L. DIAMOND
MORRIS, MANNING & MARTIN, LLP
3343 PEACHTREE RD, NE STE 1600
ATLANTA, GA 303261044

CERTIFICATE OF ORGANIZATION

I, Cathy Cox, the Secretary of State of the State of Georgia, do hereby certify under the seal of my office that

LANIER PARKING METER SERVICES, LLC A GEORGIA LIMITED LIABILITY COMPANY

has been duly organized under the laws of the State of Georgia on the effective date stated above by the filing of articles of organization in the Office of the Secretary of State and by the paying of fees as provided by Title 14 of the Official Code of Georgia Annotated.

WITNESS my hand and official seal in the City of Atlanta and the State of Georgia on the date set forth above.



Cathy Cox
Secretary of State



2016 Florida Annual Resale Certificate for Sales Tax

DR-13
R. 10/15

THIS CERTIFICATE EXPIRES ON DECEMBER 31, 2016

Business Name and Location Address

Certificate Number

LPS USA INC.
LANIER PARKING SOLUTIONS
222 LAKEVIEW AVE
WEST PALM BEACH, FL 33401-6145

60-8015630440-1

By extending this certificate or the certificate number to a selling dealer to make eligible purchases of taxable property or services exempt from sales tax and discretionary sales surtax, the person or business named above certifies that the taxable property or services purchased or rented will be resold or re-rented for one or more of the following purposes:

- Resale as tangible personal property.
- Re-rental as tangible personal property.
- Resale of services.
- Re-rental as commercial real property.
- Incorporation into and sale as part of the repair of tangible personal property by a repair dealer.
- Re-rental as transient rental property.
- Incorporation as a material, ingredient, or component part of tangible personal property that is being produced for sale by manufacturing, compounding, or processing.

Florida law provides for criminal and civil penalties for fraudulent use of a *Florida Annual Resale Certificate*.

The *Florida Annual Resale Certificate* is issued to active, registered sales and use tax dealers. **As a buyer**, use your certificate to purchase or rent property or services tax exempt that you intend to resell or re-rent to your customers. You cannot use this certificate to purchase or rent property or services that you will use in your business. **As a seller**, you must collect sales tax and discretionary sales surtax imposed on retail sales or rentals of taxable property or services, unless the transaction is exempt.

Seller Certificate Verification – Verify resale or exemption certificates using a customer's sales tax certificate number:

- Phone: **877-FL-RESALE** (877-357-3725)
- Online: Go to **www.myflorida.com/dor** and select "More e-Services" and then "Verify resale and exemption certificates"
- Mobile App: **Florida Tax (FL Tax)** mobile app for iPhone, iPad, Android phones and tablets, Windows Phone

If you obtain an authorization number for each tax-exempt sale, or for all sales to a specific customer, you do **not** need to keep a copy of the customer's *Florida Annual Resale Certificate*.



CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY)
07/29/2016

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Aon Risk Services, Inc of Florida 1001 Brickell Bay Drive Suite 1100 Miami FL 33131 USA	CONTACT NAME:	
	PHONE (A/C. No. Ext): (866) 283-7122	FAX (A/C. No.): (800) 363-0105
	E-MAIL ADDRESS:	
	INSURER(S) AFFORDING COVERAGE	NAIC #
INSURED Lanier Parking Holdings, Inc. 2600 Harris Tower, Suite 2600 233 Peachtree Street, NE Atlanta GA 30303 USA	INSURER A: Arch Insurance Company	11150
	INSURER B: Starr Indemnity & Liability Company	38318
	INSURER C:	
	INSURER D:	
	INSURER E:	
	INSURER F:	

COVERAGES**CERTIFICATE NUMBER:** 570063248733**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

Limits shown are as requested

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY			11GPP0511000 SIR applies per policy terms & conditions	08/31/2015	08/31/2016	EACH OCCURRENCE	\$1,000,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$1,000,000
							MED EXP (Any one person)	Excluded
							PERSONAL & ADV INJURY	\$1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	\$2,000,000
	<input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC						PRODUCTS - COMP/OP AGG	\$2,000,000
	OTHER:							
A	AUTOMOBILE LIABILITY			11CAB0511200	08/31/2015	08/31/2016	COMBINED SINGLE LIMIT (Ea accident)	\$2,000,000
	<input checked="" type="checkbox"/> ANY AUTO						BODILY INJURY (Per person)	
	<input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS						BODILY INJURY (Per accident)	
	<input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	
B	<input type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR			SEE ATTACHMENT	07/01/2016	07/01/2017	EACH OCCURRENCE	\$10,000,000
	<input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE						AGGREGATE	\$10,000,000
	<input type="checkbox"/> DED <input type="checkbox"/> RETENTION							
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			11WCI0510700	08/31/2015	08/31/2016	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER	
	ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	<input type="checkbox"/> Y <input checked="" type="checkbox"/> N	N/A				E.L. EACH ACCIDENT	\$1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE-EA EMPLOYEE	\$1,000,000
							E.L. DISEASE-POLICY LIMIT	\$1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Evidence of Coverage for Parking Management Company.

CERTIFICATE HOLDER**CANCELLATION**

Lanier Parking Holdings, Inc. 2600 Harris Tower 233 Peachtree Street NE Atlanta GA 30303 USA	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE <i>Aon Risk Services Inc. of Florida</i>



ADDITIONAL REMARKS SCHEDULE

Page _ of _

AGENCY Aon Risk Services, Inc of Florida		NAMED INSURED Lanier Parking Holdings, Inc.	
POLICY NUMBER See Certificate Number: 570063248733			
CARRIER See Certificate Number: 570063248733	NAIC CODE	EFFECTIVE DATE:	

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,
FORM NUMBER: ACORD 25 **FORM TITLE:** Certificate of Liability Insurance

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER	
INSURER	
INSURER	
INSURER	

ADDITIONAL POLICIES If a policy below does not include limit information, refer to the corresponding policy on the ACORD certificate form for policy limits.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YYYY)	POLICY EXPIRATION DATE (MM/DD/YYYY)	LIMITS	
	AUTOMOBILE LIABILITY							
A				11CAB0511400 Garage Keepers & Physica	08/31/2015	08/31/2016	Comp. Limit	\$1,000,000
							Deductible	\$100,000
							Coll. Limit	\$1,000,000
							Deductible	\$100,000



ADDITIONAL REMARKS SCHEDULE

Page _ of _

AGENCY Aon Risk Services, Inc of Florida		NAMED INSURED Lanier Parking Holdings, Inc.	
POLICY NUMBER See Certificate Number: 570063248733			
CARRIER See Certificate Number: 570063248733	NAIC CODE	EFFECTIVE DATE:	

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,
FORM NUMBER: ACORD 25 **FORM TITLE:** Certificate of Liability Insurance

ADDITIONAL POLICIES

Excess Liability 10M
 Policy Number: 1000011186
 Underwriter: Starr Indemnity & Liability Company
 Policy Period: From: August 31, 2015 To: August 31, 2016
 LIMITS OF THIS INSURANCE:
 (a) \$10,000,000 Each Occurrence Limit
 (b) \$10,000,000 Products-Completed Operations Aggregate Limit
 (c) \$10,000,000 Other Aggregate Limit (where applicable)

Excess Liability 15Mxs10M
 Policy Number: 03097620
 Underwriter: Allied World Assurance Company (US) Inc.
 Policy Period: From: August 31, 2015 To: August 31, 2016
 LIMITS OF THIS INSURANCE:
 (a) \$15,000,000 Each Occurrence Limit
 (b) \$15,000,000 Products-Completed Operations Aggregate Limit
 (c) \$15,000,000 Other Aggregate Limit (where applicable)
 LIMITS OF UNDERLYING EXCESS INSURANCE:
 \$10,000,000 Each Occurrence Limit
 \$10,000,000 Products-Completed Operations Aggregate Limit
 \$10,000,000 Other Aggregate Limit (where applicable)
 FOLLOWED POLICY:
 Company: Starr Indemnity & Liability Company
 Policy Number: 1000011186
 Coverage: Excess Follow Form
 Policy Period: From: August 31, 2015 To: August 31, 2016

Excess Liability 25Mxs15Mxs10M
 Policy Number: 5227981812
 Underwriter: North River Insurance Company
 Policy Period: From: August 31, 2015 To: August 31, 2016
 LIMITS OF THIS INSURANCE:
 (a) \$25,000,000 Each Occurrence
 (b) \$25,000,000 Aggregate
 LIMITS OF UNDERLYING EXCESS INSURANCE:
 \$10,000,000 Each Occurrence Limit
 \$10,000,000 Products-Completed Operations Aggregate Limit
 \$10,000,000 Other Aggregate Limit (where applicable)
 FOLLOWED POLICY:
 Company: Starr Indemnity & Liability Company
 Policy Number: 1000011186
 Coverage: Excess Follow Form
 Policy Period: From: August 31, 2015 To: August 31, 2016
 Company: Allied World Assurance Company (US) Inc.
 Policy Number: 03097620
 Coverage: Excess Follow Form
 Policy Period: From: August 31, 2015 To: August 31, 2016

Exhibit I - Bid Bond

September 27, 2016

Winston Cooper
LANIER PARKING SOLUTIONS
233 Peachtree Street, NE
Atlanta, GA 30303

Re: CITY OF DELRAY BEACH
Project: RFP No. 2016-107 Comprehensive Parking Management Services
Estimated Contract Price: \$ 700,000.00
Bid Date: 9/28/2016
Surety: ARGO GROUP

Dear Winston:

Enclosed please find the above captioned bid bond, executed per your request. I also attached a copy of the Performance Bond for you to submit with the bid. The RFP requested that the form be acceptable to them.

The bid bond must be signed by an authorized representative of your company, notarized and sealed with the corporate seal if applicable. It is your responsibility to ensure the bid bond conforms with your needs and instructions to us, including but not limited to the correct coverages and parties, and with any laws applicable to your operations and/or the contract requiring the bid bond, and to advise us immediately, in writing, if the bid bond form so executed does not contain the proper information. Accordingly, it is incumbent upon you to carefully review the bond, and we will expect that you will, double-check all information, including signatures, dates, amounts and job descriptions for accuracy, and to verify that the bid bond form we executed is the form required by the specification. This will avoid the possibility of having a low bid rejected because of a clerical error. We will also expect you to verify that anything unusual that has been requested by the obligee is attached.


If, following your review of the bond, you do not advise us in writing of any problem or deficiency in its terms and information but submit the bond as is, your submission will constitute your verification, and we will justifiably assume, that the bond form as issued is correct and appropriate for the purpose for which it is being submitted. You further understand that we will have no liability for any deficiencies or discrepancies not brought to our attention in accordance with this letter.

The bid bond authorization is based upon your original estimate. **If the actual bid price exceeds this estimate by 10% or more, you must contact us for additional authority!**

Please call our office if you should have any questions or need any further assistance.

Good Luck on your Bid.

Sincerely,



Pat Rambo
Record #2581646

Your bid results are very important, please mail this information back to the address below, or email your Aon representative within 5 days of the bid opening.

	Contractors Name	Contract Price
1.	<u>Lanier Parking & Meter Services, LLC,</u>	\$ <u>Up to \$700,000</u>
2.	<u>dba Lanier Parking Solutions</u>	\$ _____
3.	_____	\$ _____

Where did you place N/A And your price \$ _____

If awarded contract, is final bond required? Yes ☒ No ☐

AIA[®] Document A310[™] – 2010

Bid Bond

CONTRACTOR:

(Name, legal status and address)

LANIER PARKING SOLUTIONS
233 Peachtree Street, NE
Atlanta, GA 30303

SURETY:

(Name, legal status and principal place of business)

ARGONAUT INSURANCE COMPANY
P.O. Box 469011
San Antonio, TX 78246

OWNER:

(Name, legal status and address)

CITY OF DELRAY BEACH

100 NW 1st Ave., Delray Beach, FL 33444

BOND AMOUNT: Five percent of amount bid.
(5% of Amount Bid)

PROJECT:

(Name, location or address, and Project number, if any)

RFP No. 2016-107 Comprehensive Parking Management Services

Project Number, if any:

This document has important legal consequences. Consultation with an attorney is encouraged with respect to its completion or modification.




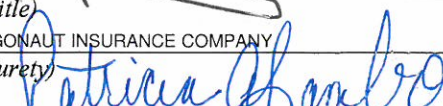
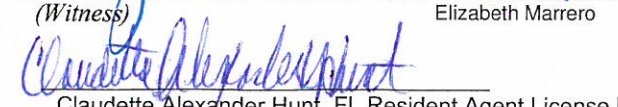
Any singular reference to Contractor, Surety, Owner or other party shall be considered plural where applicable.

The Contractor and Surety are bound to the Owner in the amount set forth above, for the payment of which the Contractor and Surety bind themselves, their heirs, executors, administrators, successors and assigns, jointly and severally, as provided herein. The conditions of this Bond are such that if the Owner accepts the bid of the Contractor within the time specified in the bid documents, or within such time period as may be agreed to by the Owner and Contractor, and the Contractor either (1) enters into a contract with the Owner in accordance with the terms of such bid, and gives such bond or bonds as may be specified in the bidding or Contract Documents, with a surety admitted in the jurisdiction of the Project and otherwise acceptable to the Owner, for the faithful performance of such Contract and for the prompt payment of labor and material furnished in the prosecution thereof; or (2) pays to the Owner the difference, not to exceed the amount of this Bond, between the amount specified in said bid and such larger amount for which the Owner may in good faith contract with another party to perform the work covered by said bid, then this obligation shall be null and void, otherwise to remain in full force and effect. The Surety hereby waives any notice of an agreement between the Owner and Contractor to extend the time in which the Owner may accept the bid. Waiver of notice by the Surety shall not apply to any extension exceeding sixty (60) days in the aggregate beyond the time for acceptance of bids specified in the bid documents, and the Owner and Contractor shall obtain the Surety's consent for an extension beyond sixty (60) days.

If this Bond is issued in connection with a subcontractor's bid to a Contractor, the term Contractor in this Bond shall be deemed to be Subcontractor and the term Owner shall be deemed to be Contractor.

When this Bond has been furnished to comply with a statutory or other legal requirement in the location of the Project, any provision in this Bond conflicting with said statutory or legal requirement shall be deemed deleted herefrom and provisions conforming to such statutory or other legal requirement shall be deemed incorporated herein. When so furnished, the intent is that this Bond shall be construed as a statutory bond and not as a common law bond.

Signed and sealed this 27th day of September, 2016

 (Witness)	LANIER PARKING SOLUTIONS (Principal)  (Title) CFO	(Seal)
 (Witness)	ARGONAUT INSURANCE COMPANY (Surety)  (Title)	(Seal)
 Claudette Alexander Hunt, FL Resident Agent License No P134371	Patricia A. Rambo, Attorney in Fact	

Argonaut Insurance Company
Deliveries Only: 225 W. Washington, 24th Floor
Chicago, IL 60606

United States Postal Service: P.O. Box 469011, San Antonio, TX 78246

POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS: That the Argonaut Insurance Company, a Corporation duly organized and existing under the laws of the State of Illinois and having its principal office in the County of Cook, Illinois does hereby nominate, constitute and appoint:

Elizabeth Marrero, Maureen McNeill, Wayne G. McVaugh, Doug Wheeler, Jaquanda Martin, Colleen A. Locher, Patricia A. Rambo, Sara Owens, Joanne C.

Wagner

Their true and lawful agent(s) and attorney(s)-in-fact, each in their separate capacity if more than one is named above, to make, execute, seal and deliver for and on its behalf as surety, and as its act and deed any and all bonds, contracts, agreements of indemnity and other undertakings in suretyship provided, however, that the penal sum of any one such instrument executed hereunder shall not exceed the sum of:

\$50,000,000.00

This Power of Attorney is granted and is signed and sealed under and by the authority of the following Resolution adopted by the Board of Directors of Argonaut Insurance Company:

"RESOLVED, That the President, Senior Vice President, Vice President, Assistant Vice President, Secretary, Treasurer and each of them hereby is authorized to execute powers of attorney, and such authority can be executed by use of facsimile signature, which may be attested or acknowledged by any officer or attorney, of the Company, qualifying the attorney or attorneys named in the given power of attorney, to execute in behalf of, and acknowledge as the act and deed of the Argonaut Insurance Company, all bond undertakings and contracts of suretyship, and to affix the corporate seal thereto."

IN WITNESS WHEREOF, Argonaut Insurance Company has caused its official seal to be hereunto affixed and these presents to be signed by its duly authorized officer on the 18th day of July, 2013.

Argonaut Insurance Company



by: _____

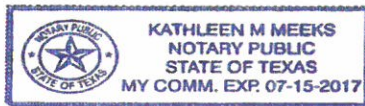
Joshua C. Betz, Senior Vice President

STATE OF TEXAS

COUNTY OF HARRIS SS:

On this 18th day of July, 2013 A.D., before me, a Notary Public of the State of Texas, in and for the County of Harris, duly commissioned and qualified, came THE ABOVE OFFICER OF THE COMPANY, to me personally known to be the individual and officer described in, and who executed the preceding instrument, and he acknowledged the execution of same, and being by me duly sworn, deposed and said that he is the officer of the said Company aforesaid, and that the seal affixed to the preceding instrument is the Corporate Seal of said Company, and the said Corporate Seal and his signature as officer were duly affixed and subscribed to the said instrument by the authority and direction of the said corporation, and that Resolution adopted by the Board of Directors of said Company, referred to in the preceding instrument is now in force.

IN TESTIMONY WHEREOF, I have hereunto set my hand, and affixed my Official Seal at the County of Harris, the day and year first above written.



Kathleen M. Meeks

(Notary Public)

I, the undersigned Officer of the Argonaut Insurance Company, Illinois Corporation, do hereby certify that the original POWER OF ATTORNEY of which the foregoing is a full, true and correct copy is still in full force and effect and has not been revoked.

IN WITNESS WHEREOF, I have hereunto set my hand, and affixed the Seal of said Company, on the 27th day of September 2016



Sarah Heineman

Sarah Heineman, VP-Underwriting Surety

THIS DOCUMENT IS NOT VALID UNLESS THE WORDS ARGO POWER OF ATTORNEY AND THE SERIAL NUMBER IN THE UPPER RIGHT HAND CORNER ARE IN BLUE, AND THE DOCUMENT IS ISSUED ON WATERMARKED PAPER. IF YOU HAVE QUESTIONS ON AUTHENTICITY OF THIS DOCUMENT CALL (210) 321 - 8400.



EXCEPTIONAL PEOPLE. EXCEPTIONAL SERVICE.